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JUNE 1951

# ARMY INFORMATION DIGEST

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**The Need for Understanding**

J. Thomas Schneider

**Summer Field Program**

**WAC Training at Fort Lee**

**Helicopters in Marine Operations**

**Achievements in Military Medicine**

**Armored School Forges the Thunderbolt**

**POLICY ON RESERVE FORCES**

# ARMY INFORMATION DIGEST



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## SCHOOLS OF BATTLE

As part of their mission of seizing and holding ground, the combat arms bring into play their own distinctive brand of unified effort—the infantry-tank-artillery team — whose doctrines undergo continuous testing and evaluation at schools of the combat arms. “Forging the Thunderbolt” in this issue deals with the mission and activities of The Armored School. This article will be followed by coverage of The Infantry School and The Artillery School in subsequent issues.

## RESERVE POLICIES

A statement of Department of Defense policies relating to the Reserve Forces—formulated by the Civilian Components Policy Board and approved by the Secretary of Defense—begins on page 58. Reservists will also find in this issue a round-up of summer camp training policies by the Assistant Chief of Staff, G3, Office, Chief, Army Field Forces.

## PORT PROBLEMS

Letters from home, rations for oversea garrisons, tanks for our allies, dependents with their baggage—all paths cross at the POE, complex nerve center in the Army's logistical network. How the flow of passengers and cargo is expeditiously handled is described in the article, “Via New York Port of Embarkation.”

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U. S. Army Photograph

**MR. J. THOMAS SCHNEIDER**  
**CHAIRMAN, PERSONNEL POLICY BOARD**  
**OFFICE OF THE SECRETARY OF DEFENSE**



# THE NEED FOR UNDERSTANDING

*By*

J. THOMAS SCHNEIDER

**P**ERHAPS at no time in our history have troop understanding and public understanding of our Armed Forces and their missions been of more importance than now. Lack of information leaves a vacuum which, we are told, Nature abhors. And in the absence of information, both civilian and service personnel will manufacture rumor or fall prey to deliberate misinformation.

Contingents of our Armed Forces are stationed at many points of the globe. We have military missions in several countries. We have played a leading part in the establishment of a North Atlantic Treaty Organization for the defense of Europe against aggression. We are not officially at war but we are fighting an enemy on foreign, faraway soil. A state of national emergency has been declared. We have resumed full-scale Selective Service and the military uniform is rapidly becoming as familiar a sight on the streets of our towns and cities as during the early 1940s. The Secretary of Defense reported that the numerical strength of our Armed Forces in the fourth week of March 1951 was almost 3 million—double what it was in the fourth week of June 1950—and rapidly approaching the goal of 3½ million men and women in uniform that has been set for mid-summer of this year. We have accomplished, in nine months, a build-up that in World War II required 21 months—and the end is not yet. Our statesmen and military leaders tell us that the state of world affairs will probably require us for a period of years to be militarily prepared—genuinely prepared—for any defensive need.

To a peace-loving nation this has not been good news. As a people we are not prone to glorify war or the arts of war. We tend to look upon the need for armies as a necessary evil. We have never failed to rally to the country's defense in time of imminent need but we examine, with a careful and skeptical

eye, any proposal for extensive or long-continued military expansion. This is as it should be; but for that very reason, during times like these, the mission of disseminating information about our Armed Forces to service personnel and civilians alike takes on greater significance. For today there is need for a strong military position and that need, unfortunately, may well continue for a number of years.

In Information and Education activities, two basic concepts are important. One is that the serviceman, whether he be a volunteer or draftee, is entitled to an adequate and intelligent explanation of the things he is called upon to do. The overall efficiency of combat forces grows to a considerable extent out of individual attitudes and those attitudes are influenced by the extent to which the individual is informed.

This information should consist of more than the latest communique or a review of day-to-day occurrences. For the individual serviceman it should and must include an understanding of the role of armed forces in a democracy, the relation of the arms and services to each other, and his relationship to the whole. Since the Armed Forces are sometimes called upon to enforce foreign policy, the serviceman should and must know something of what that foreign policy is and how it has come to be what it is. He should be able to see the relationship of what he is doing to what is happening in Iran, Tibet and Yugoslavia, at Berlin, Moscow and Lake Success. Above all, he should understand and appreciate those shining principles upon and around which our Nation has been built and which, though imperfectly carried out, are still, we believe, the hope of the world and the noblest political doctrines ever conceived by the mind of man. He should understand the nature and extent of the assault that is being made upon these principles, which involve the safety and well-being of the United States itself and of all that he holds dear. It is the commander's problem to see that his men have these understandings and it is the responsibility of his Information and Education staff to assist him in solving that problem.

The other basic concept of importance in an Information and Education program is that the American people will not willingly, or for long, entrust their sons and daughters to a military organization that allows them to stagnate mentally. For this reason, if for no other, it becomes the Armed Forces' duty to furnish its personnel with reasonable opportunities for educational advancement. In carrying out this duty, which

benefits the individual, the services and the Nation, the Armed Forces, with the cooperation of civilian educational institutions, have become virtually the world's largest school. Again it is the function of command to publicize and promote these opportunities through the Information and Education personnel.

Public Information activities of the Armed Forces are likewise based upon clear and specific concepts. One is that in a democratic order the public and uniformed services are partners. In almost every phase of American life, whether we choose to recognize it or not, the partnership between the individual citizen and his government has buttressed the strength and vitality of our economic and social structure. No matter how large or how skilled the Defense Department's staff of military and civilian specialists, they must be supported by an enlightened citizenry, fully aware that they are partners in the overall organization for national defense. Commanding officers and their public information personnel, in providing information about the service they represent, must keep this partnership concept constantly before them.

Another basic concept, which must not be forgotten, is that if the public is to be expected to support the Armed Forces, it is entitled, within the limits of security, to know what they are doing and what they propose. No one has expressed this concept better than Secretary Marshall: "To maintain a sound organization," he has said, "the public must understand the general requirements for the defense of the country—the requirements for the maintenance of peace, as we soldiers believe—before Congress can be expected year in and year out to provide necessary legislation with due regard both for the economics of the situation and for the essential requirements for land, sea and air forces, with necessary industrial organization behind them."

In promoting understanding of the Armed Forces within sizable groups of the general public, public information personnel will be working under conditions which free people cherish. Americans do not "jam" wave-bands against the reception of broadcasts from outside our borders. We neither restrict the ownership of radio receivers nor drive them underground. Attempts to censor the press do not thrive among us. We believe in freedom of information, subject only to security requirements, both during peace and during war. We believe that in the give-and-take of conflicting ideologies the truth will prevail, and we believe that the truth is on

our side. As the late Justice Oliver Wendell Holmes of the Supreme Court of the United States said in one of his famous "Freedom of Speech" opinions: "The best test of truth is the power of the thought to get itself accepted in the Competition of the Market." These will be guiding principles of any sound public information program.

Our military leaders warn us constantly that there is really no such thing as push-button warfare. No matter how many machines we develop, they say, there will always be need for men to man them, to rush into the breach, to seize and hold ground. Similarly, there is no such thing as push-button information. In the final analysis, posters, films, transcriptions, discussion pamphlets, clip sheets and news releases, textbooks, and even techniques, are but tools. The effectiveness of what is done will depend largely upon the zeal with which it is undertaken and upon the earnestness and sense of mission with which it is pursued. The task will not be easy, but the field is wide and the opportunities for service are many—opportunities for increasing the *effectiveness* of the Armed Forces through troop understanding; for increasing the *prestige* of the Armed Forces through troop understanding; and for increasing *appreciation* of the Armed Forces through public understanding.

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The strength of a democracy is no greater than the strength of its individual components. This is a time when we must examine ourselves to see whether we are playing individually a part that must be played collectively if our way of life is to survive. I hope that every man and woman before going to bed at night will ask himself the question, "What have I done today to justify my citizenship in the United States of America?"

*The Honorable Frank Pace, Jr., Secretary of the Army*

# FORGING THE THUNDERBOLT

By

MAJOR GENERAL DAVID G. BARR

**T**HE northernmost boundary of the Fort Knox military reservation lies near the 38th Parallel. Within a tank gun's range of the northern boundary lies The Armored School,



the center of training in Armor. The post proper is laid out east of U. S. Highway 31-W, roughly in the shape of an anvil, and the cluster of buildings housing The Armored School occupies the center of the anvil's flat surface. This is appropriate, for it is at The Armored School that the thunderbolt—modern Armor—is forged.

*Forge the Thunderbolt* is the motto which appears on

the scroll at the bottom of The Armored School's crest. The term "thunderbolt" appropriately embodies the historic triple role of Armor—mobility, firepower and shock action. The role of the tank, around which the tactics of Armor is centered, is surprise—the kind of devastating effect invested by the ancient Norse peoples in the thunderbolts hurled by their god of war at his foe.

The preparation for such an effect by modern Armor is not at all dramatic. It involves long planning, careful study, painstaking work and the putting into practice of thoroughgoing training principles. The Armored School's motto is summed

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MAJOR GENERAL DAVID G. BARR, USA, until recently commander of the 7th Infantry Division in Korea, is Commanding General, The Armored Center and Commandant, The Armored School.

up more realistically in the dry and objective words of its six-fold mission: (1) To qualify officers as competent commanders of armored units; (2) to prepare officers for their responsibilities as members of staffs up to that of the combat command and regiment; (3) to familiarize officers with the tactics and techniques of associated arms; (4) to insure indoctrination and training in combined operations of the Army-Navy-Air service team; (5) to qualify officers and enlisted men as Armor instructors; and (6) to train certain enlisted men as leaders and technicians of armored units.

The mission of The Armored School is carried out through resident instruction in four academic departments—the Automotive, Communication, Weapons, and Command and Staff Departments. The first three departments are set up to give either detailed training for the technician or specialist or generalized instruction for the non-specialist whose function will be command and leadership. In either case the emphasis is on the student learning by seeing and doing with the greater part of the specialist's instruction concentrated on doing.

In the Automotive Department, whose organization and procedure is similar to those of the Communications and Weapons Departments, the courses are designed to be practical and mechanical rather than theoretical and engineering. The



U. S. Army Photograph

An aerial view of The Armored School, Fort Knox, Kentucky.



department comprises three divisions—engine, chassis and maintenance—which are further subdivided into branches. Each branch is capable of teaching limited unit removal and replacement, disassembly, assembly, operation, methods of lubrication, adjustment and inspection, maintenance, and common troubles. This division also instructs in welding, soldering, tank turret traversing mechanisms and turret components.

The portions of the non-specialist courses given to officers and noncommissioned officers in the Automotive Department are designed to enable the student to inspect organizational maintenance and to instruct in proper driving techniques. The specialist courses train the student to perform a specific duty. The goal of these courses is two-fold: to make of the student a specialist and to select those who can serve as instructors in that specialty. Thus the automotive courses serve the doubly practical end of teaching a skill and providing the means for perpetuating it.

The Command and Staff Department offers no specialized course in the sense of imparting a mechanical skill. Yet it is highly specialized; the major part of its effort is centered in qualifying officers and noncommissioned officers in the employment of armor in combat. The department's subjects range from Personnel and Military Leadership through Operations to Engineering and Medical subjects, with most of the time devoted to Operations. Whereas the student enrolled in a specialist course spends most of his time in the department of his specialty, the student enrolled in a non-specialist course gets most of his instruction in the Command and Staff Department. For example, specialist students in the Armored Motor and Motor Transport Officer Course receive 664 hours of a total 736 in the Automotive Department. Students in the non-specialist Associate Armored Company Officer Course spend 59 hours in Communications subjects, 87 hours in Weapons, 44 hours in Automotive and 310 hours in the Command and Staff Department. Other instruction concentrating chiefly in the Command and Staff Department are Tank Leader and Armored Reconnaissance Chief Courses for noncommissioned officers and a Special Armored Company Officer Course for selected officers of the North Atlantic Pact nations.

For the civilian components of Armor there are non-resident courses of instruction and instructional material available. The Civilian Component Training Division of the Extension Course Department mails the Book Department Catalog to





U. S. Army Photograph

A class in communications meets in Deffenbaugh Hall.

ROTC, National Guard and Reserve units. Its chief function is to supply the civilian components with instructional material, mainly in the form of packet programs. Instructional units ordered from the Book Department or received from the Civilian Component Training Division are the same up-to-date materials used in resident instruction or adapted for civilian component training.

Individuals enrolled in an extension course administered by the Extension Course Department of The Armored School are taking advantage of a unique, well-planned method of keeping informed in the current mission and operation of Armor. Under Department of the Army policy, a Reserve officer may complete the training requirement for promotion to grades below colonel not only through resident instruction but also by means of the varieties of civilian component training available to him, such as extension course training. Of greater value than his own benefit is his personal contribution to the current struggle for peace.

The emphasis in The Armored School's mission is on preparedness and flexibility in outlook, including a discarding of tradition if in that way the mission of the School is furthered. Although The Armored School has its roots deep in military tradition through the separate arms out of which it is basically formed—cavalry, artillery, infantry—it is prepared nevertheless to undergo rapid changes. Instructional policy and practice are geared to the flux of current military practice. Its instruction is keyed to modern warfare. Like

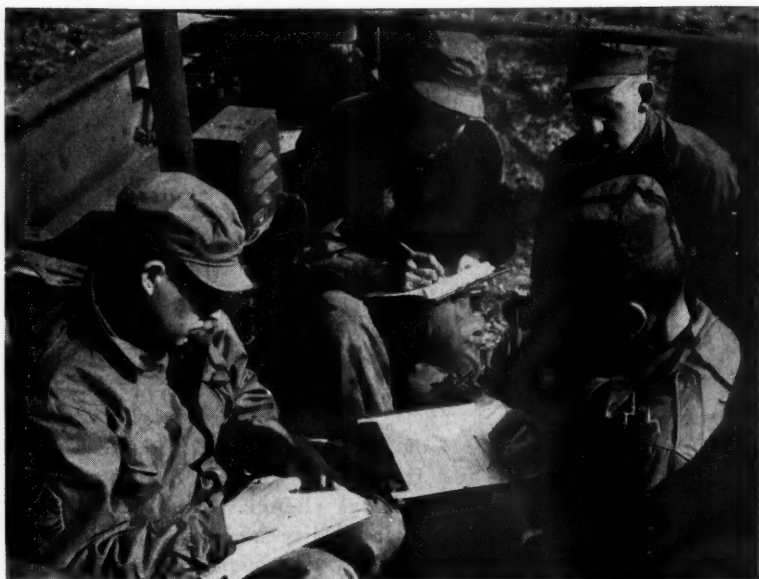
other military arms it has feelers on the battlefield—through the general staff and military missions, through its own men who form a steady stream of replacements and observers on the battlefield. For example, instruction in guerrilla warfare and in the vitally important subject of planning, coordinating and executing an airborne mission is keyed to information coming lately from Korea and is given a larger part than formerly in the curriculum.

Adaptability is the watchword of The Armored School. Consistent with the necessity for an alert regard of today's practice rather than a relentless grasp on yesterday's theory, instructors constantly revise their teaching. Revision includes the content of instruction and teaching aids that are employed in putting the instruction across. Ever since the advent of tanks in World War I took land warfare out of the trenches and put it on wheels and tracks, the character of battle has undergone a rapid and continual change. Mobility dictates change. Change necessitates flexibility and adaptability, and the inculcation of these characteristics begins in military instruction where leaders are trained. Adaptability is built into the curriculum of The Armored School—into its instructional



U. S. Army Photograph

The tank gunnery trainer is a popular instructional aid at the School.



U. S. Army Photograph

A team in a field net operations problem sends and receives messages in International Morse Code.

policy, its practice and techniques—and is centered about the ultimate tactics of a combined-arms fighting team.

But a promiscuous policy of change for its own sake can have a vitiating effect as destructive as the sterile result of a rigid, unthinking adherence to tradition. Adaptability for The Armored School means a progressive building on a solid foundation. Changes are absorbed and incorporated into the curriculum on a controlled basis. The control and coordinating authority is the Chief, Army Field Forces.

Typical of the control of instruction is the manner in which a new academic unit is incorporated into the curriculum of the Command and Staff Department of The Armored School. The instructor assigned the unit is given reference to the originating authority, the appropriate directives and publications of the Department of the Army and special references. With these as his authority and basis he does the necessary research, prepares his instructional manuscript, his lesson plan and whatever aids to the presentation he thinks necessary and effective. A group of officers in the office of the Deputy Director studies the prepared unit, discusses it in conference and accepts it with recommendations for any changes, addi-

tions or perhaps shifts in emphasis that are necessary. And if other instructional units in the department are affected, the necessary changes are recommended and incorporated into all instruction bearing on the affected point. Thus, change in instructional policy is a controlled process of discriminating selection, careful planning, study and research.

As the content of The Armored School's curriculum is controlled, so is there a constant effort made to maintain a high quality of instructional method and substance. Two non-academic departments of the School assist in this effort. The Training Literature and Reproduction Department assists in maintaining a high level of instruction through its editorial activity and its reproduction and training aid facilities. The Research and Evaluation Division keeps the School informed about the latest educational methods and maintains a modern reading improvement laboratory to aid students in improving their reading ability and study habits.

Every officer and enlisted man who appears before classes in The Armored School takes a course in Army instructional methods. The course includes a study of the psychology of learning, the preparation and presentation of subject matter, selection of effective training aids, speech techniques, test construction and evaluation, and practice teaching. The division's work does not stop when a prospective teacher has completed the course. It furnishes advice and guidance whenever the instructor asks for it and acts for the Assistant Commandant in monitoring units of instruction. The course in instructional methods proceeds from the awareness that every military leader is also an instructor and from the correct assumption that teachers are made, not born.

Military instruction has to be efficient, always serving a clearly defined end. With this in view, instruction at The Armored School is practical, realistic and efficient. It is short on theory and long on practical work, since most of the instruction is designed to show the student how to do something.

A constant effort is made to have the student actually perform the activity or, at the very least, to let him see it performed. The emphasis is upon doing or participating and seeing things done. For example, in teaching trouble shooting on the electrical circuit of a vehicle, demonstration is part of the instruction method. An ingeniously contrived mock-up of an electrical circuit arranged so as to simulate various troubles within the circuit is used to demonstrate the method

of tracking down any trouble. The class is then divided into small groups in which each man works under supervision on an actual electrical circuit to correct the trouble.

In teaching trouble shooting, every effort is concentrated on making the learning process easier and quicker. Charts, films, mock-ups and actual circuits are used in conjunction with demonstration and practical application. The same method, employing little talk and much seeing and doing, is used in teaching any skill. Much thought and effort are spent on contriving aids to instruction; and some of the most effective aids, the result of native ingenuity, are among the least expensive. Such training aids include mock-ups of electrical systems or "sensing boards" used to teach adjustment of fire and made from a few cents worth of lumber.

Once a subject is presented and the basic skill taught, proficiency in that skill comes with application in a variety of situations approximating as closely as possible conditions as they would exist in combat. The basic skills are taught first, then are fitted again and again into subsequent application periods. The learning process is one of integrated training, in which the whole structure of a particular job—turret



U. S. Army Photograph

Typifying The Armored School's emphasis on visual and practical training, an instructor demonstrates a tactical problem in the amphitheater in Elder Hall.



U. S. Army Photograph

Students in a practical demonstration observe the recovery of a vehicle by use of an A-frame which they constructed themselves.

artillery mechanic or armored field radio mechanic, for example—is a gradual growth whose parts are mutually dependent. Each stage in the learning process makes the next one easier; and subsequent stages, in addition to providing new parts of the whole structure, afford opportunity for practicing skills learned in the earlier stages.

The integrated training process is obviously valuable in training enlisted technicians. The same principle is used in training enlisted men in duties and skills not demanding the detailed knowledge required of a technician—the tank leader and the armored reconnaissance leader for example. With courses for officers of both company and field grades, as with the enlisted leader courses, the emphasis is less on the acquisition of detailed knowledge concerning various technical skills and more on learning thoroughly the functions of leadership and the performance of command and staff duties. Here demonstration is utilized to the utmost and practical work proceeds from the assumption of certain tactical situations in which the student imagines himself in command and presents his solution. The officer learns by using the paraphernalia associated with the assumed situation—maps, over-



lays, operation and signal orders and the like—and is enlightened by the discussion and critique that follow the presentation of a problem. At intervals his acquired knowledge is integrated by witnessing a demonstration in the field—a reinforced armored infantry battalion in the attack, for instance—in which the thoroughness of his grasp of fundamentals is put to test.

In the end, no matter what the course of instruction, the learning process is made easier and more interesting and is secured by the integrated method. It starts from a solid basis of fact and experience and proceeds to a definite end which both students and instructors are well aware of beforehand. Taking advantage of a visual and practical method, instruction is always at a well defined stage where the student can see both the point of departure and his destination.

Training at The Armored School emphasizes the practical by minimizing the conference and lecture method, stressing instead demonstration and application. It realistically takes advantage of night problems by requiring the application of skills acquired in the classroom to the solution of problems in the field.

The controlled content of the curriculum, the constant contact with current military history, the opportunity for the instructor to expend his ingenuity on an integrated, practical course of instruction make for an efficient training program and satisfied students and instructors. More important; both the staff and faculty and the student body of The Armored School are keenly aware that they are mutually engaged in the building of a progressive fighting team vitally engaged in winning the current struggle for peace and keeping it secure.

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Wars may be fought with weapons but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory.

*General George S. Patton, Jr.*



# SUMMER FIELD PROGRAM

By

MAJOR GENERAL WILLIAM B. BRADFORD

**T**HE accelerated tempo of military training—a byproduct of rising world tension—will be strikingly apparent this year at summer camps for the Army's civilian components. The framework of training has not been altered but the emphasis on some subjects has been shifted to meet the diversified requirements of our national defense.

The need to prepare for any eventual call into active military service is a paramount concern of the summer camp program. In 1950 many reserve component units were starting or had just finished camp schedules when the Korean outbreak flared. The "we mean business" atmosphere evident then has been intensified to an even greater degree this year.

The 1951 summer camps will see more citizen-soldiers in the field than ever before. More than 350,000 members of the Army Reserve, National Guard and ROTC are slated for training at some 175 installations. The Army expects to muster 115,000 Organized and Volunteer Reservists, not counting those who take their annual two-week tour at other times during the year. The National Guard, despite calls to active service, will send close to 225,000 members to camp, while the regular six-week ROTC summer training will attract an estimated 21,650 cadets, twice as many as a year ago. Fifteen-day camp periods for Reserve and National Guard units will run from May to early September; ROTC training is scheduled mainly in June and July.

The Army Reserve policy this year requires that all members of Organized Reserve troop basis units go to camp. Other components stress the need for the largest possible turnout.

Plans formulated at Army Field Forces Headquarters for reserve component training have been adjusted within the broad training outline to meet demands for a ready and mobile reserve force. In this endeavor, the key words are "combat readiness." Reserve units will concentrate on their mission of preparing themselves to fit into the Army rapidly.

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*MAJOR GENERAL WILLIAM B. BRADFORD, USA, is Assistant Chief of Staff, G3, Office of the Chief, Army Field Forces.*

Lessons learned in Korea are being incorporated in training, but not at the expense of techniques needed to win in other potential theaters of conflict.

Most training will be integrated; that is, several subjects will be taught at the same time. Troops will learn close-order drill while they march to field areas. Squad, platoon and larger unit tactics will be superimposed on the more general training in day and night operations. There are two reasons for this type of presentation—first, the lack of time and the necessity for cramming as much as possible into two weeks; second, the advantage gained by demonstrating how each element of training dovetails with the other.

Weapons instruction will be stressed. More time will be devoted to marksmanship and gunnery than any other subject, particularly in the new weapons with which reservists have had little chance to become familiar.

Unit preparation for mobilization is the primary objective and the concept of self-sufficiency will be more important this summer than ever before. Because considerable numbers of overhead personnel have been called to staff newly activated units, the components may have to fend for themselves to a great extent. This is not a new concept for the National Guard but certain aspects of it are new for some ORC units.

For the first time, Organized Reserve units are being urged to practice M-day movements by "groups" rather than as individuals. Previously most members of Organized Reserve Corps units packed up, got into their automobiles and drove to camp. Organizational equipment generally was parceled out among the passengers or taken to camp in trucks borrowed from the Military District pool.

Directives for this summer stress unit movement by rail, truck, military aircraft and, in some cases, commercial airplanes. These group movements are designed to give all personnel valuable training in scheduling rail service, calculating Pullman space requirements, ration needs and the like. Where air travel is desirable, it is being suggested that ORC unit commanders arrange to be flown by an Air Force Reserve troop carrier wing so that both ORC and Air Force Reservists may benefit by this practical experience.

In the past, housekeeping duties for reservists on active duty tours were largely performed by Regular Army personnel, but this year most ORC units will be "on their own" at camp. The start made last year toward self-sufficiency is being car-

ried still further, with directives underscoring the fact that every outfit will have to do more in the way of providing its own cooks, personnel and supply sections.

Anticipating the change, Army Field Forces early this year urged units to qualify all personnel in military occupational specialties as soon as possible. Some units held classes at armory drills. A few arranged with newly established ORC schools for instruction in mess management, signal, clerical and supply duties. This training will be continued at camp.

Basic training for personnel without prior service is being stepped up with the establishment of a two-week course in combat fundamentals for ORC beginners. When practicable this basic training will precede the regular summer field training of the units to which they are assigned. Where this cannot be done, basic training will be conducted at camp.

The new recruit training plan has been divided into two phases. The first consists of twelve hours of preliminary instruction at armory drills, organized to fit in with regular unit training. The second phase is the recruit camp conducted entirely separate from ORC units at available sites in each Army Area. This intensive practical course does not pretend to produce finished soldiers. Major aspects of regular basic individual training are telescoped in the two-week schedule. Instruction is closely related to the type of emergency training that would be given in event of mobilization.

The particular mobilization functions of National Guard and ORC Divisions will be emphasized in the summer's work. Antiaircraft and tank units of National Guard divisions which have trained at firing areas as separate units in past years will train with their divisions this year to develop a team concept of armor, artillery, air and ground forces. Training in air-ground support planned for major National Guard units will consist of one day of lecture and demonstration to be conducted by an air-ground team and tactical Air Force units. The object will be to show what kind of firepower aircraft can deliver to front-line troops and how to call for it.

A number of ORC divisions will expand the "trained cadre" theme. A rotation plan of instruction will give every man an opportunity to conduct classes, drill squads and supervise tactical work in the field. Every officer and enlisted man will be given the opportunity to perform as a leader or instructor under this plan so that when the time comes divisions will be prepared to begin training new personnel.

Suggestions, recommendations and practical aspects of tactics gleaned from the Korean campaign will be brought to the attention of all reserve components. More night work in the field has been added, with stress on defense against guerrilla attacks and infiltration. On bivouac, the maintenance of perimeter and local security will be emphasized. Regular Army instructor teams—with one or two veterans of Korea on each—will tour as many camp sites as practicable.

As part of the speed-up in training, the National Guard has added or increased the use of several of its supplementary instructional programs. Funds for National Guard attendance at Army service and Army Area schools have been increased \$5,000,000. Unit training schools have been established and six additional paid week-end drills have been authorized, to be held in the field wherever possible. State officer candidate schools have been set up to accelerate the training of leaders.

The morale factor will be given attention, particularly the building of team concept and the development of unit spirit. Parades and reviews will offer a change of pace from training routine. There will be at least one field inspection.

A new program for training ROTC medical and dental cadets will be adopted this year. Students again will be divided into two groups: those who have had previous military service and those who have not. This year, however, those with previous service will attend "clinical clerkship" type camps at Army and civilian hospitals throughout the country. Medical and dental cadets with less than a year of active service are being channeled to "field type" camps of Army hospitals at Fort Bragg, North Carolina, and Fort Benning, Georgia. All Veterinary and Pharmacy Corps ROTC students are scheduled to attend the field type camp at the Medical Field Service School, Brooke Army Medical Center, Fort Sam Houston, Texas.

Eighteen camps will be utilized for instruction of ROTC cadets in various ground force branches. For a majority of cadets, the camp period will begin 17 June and end 27 July. Medical branch cadets will attend for six-week periods on specified dates between 9 June and 7 September.

This year thousands of the Nation's reservists will complete their summer training with a heightened appreciation and awareness of their crucial role. For never before in United States military history has greater emphasis been placed on creating reserve forces, effectively trained and ready to assume their responsibilities in time of national emergency.

# ACHIEVEMENTS IN MILITARY MEDICINE

By

MAJOR GENERAL R. W. BLISS

**T**HROUGHOUT the ages, medical advancement has been almost the only universally beneficial by-product of war. Amid the pressures of armed conflict, scientists and physicians in and out of uniform have sought and found ways to alleviate suffering and save life. At times the practices and improvisations of wartime emergency have showed the way toward achievements of lasting value, not only in the Army but among civilian populations in every quarter of the globe.

The advances scored by Army medical researchers in the conquest of yellow fever and of typhoid are already well known. Yet these are only two of the many achievements which can be credited to Army doctors. By the time the United States entered World War II, they had eliminated from the United States Army a number of diseases which had decimated armies throughout history—killers such as typhoid, typhus, plague, cholera, tetanus and yellow fever.

In World War II, new medical lessons and discoveries played an important and effective role in reducing the U. S. Army's losses from disease and injury to the lowest rate ever reached up to that time. The names of some of these discoveries—the sulfa drugs, penicillin, blood plasma, DDT—are now household words. Others are less well known outside of medical circles—atabrine, the acrylic eye and other prosthetic improvements, the great advances made in surgery of the skull, nerves and chest, in orthopedic and plastic surgery, in neuropsychiatry, and in fact every branch of science allied to medicine.

Since the end of World War II, the Army's medical and allied scientists have forged constantly forward in all branches of preventive and curative medicine. An outstanding example is the success scored with chloramphenicol, one of the so called "wonder drugs" whose possibilities have not yet been fully

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*MAJOR GENERAL R. W. BLISS was Surgeon General of the Army from 1 June 1947 until 31 May 1951.*

exploited. Discovered and developed by civilian researchers, the amazing properties of this drug were largely made known by Army Medical Service.

Chloramphenicol was first found to be effective against scrub typhus and typhoid fever—diseases which are of minor importance in the United States but which are serious threats in various areas of Europe, Asia and the Southwest Pacific. It is the current drug of choice against spotted fever, various streptococcal and other suppurative infections, Friedlander's and virus pneumonia, chancroid, influenza, whooping cough, bacillary dysentery, undulant fever, scrub typhus, typhoid fever and paratyphoid fever. It is useful as an alternative drug against diphtheria, gonorrhea, psittacosis, plague and Q fever. It is still being tested against other diseases.

Another important postwar development is dimenhydrinate, found in Army tests to be highly effective in the prevention and cure of seasickness and other forms of illness due to motion.

The Army's traditional interest in preventive medicine has long made its physicians and allied scientists recognized leaders in many phases of public health. Working in the field of insect and rodent control, Army epidemiologists, entomologists and sanitary engineers are constantly discovering new or better ways of using DDT and other weapons against the insects and animals which are the world's most formidable carriers of man-killing diseases.

Perhaps one of the most potent of the new weapons will be actidione, an antibiotic whose rodent-repellent qualities were discovered last year at the Army Medical Center in Washington. It was found that rats and mice would die of hunger or thirst rather than eat or drink anything contaminated with actidione. They would not even gnaw through a thin cardboard wrapping treated with tiny amounts of the drug to get into a package of grain or other food. Still too expensive and too toxic for general use, actidione is undergoing further experimentation by Army scientists.

Chloroquine, a preventive aid which has thoroughly proven its worth in suppressing malaria, is now issued routinely to all Army personnel assigned to malaria-infested areas. The drug has marked advantages over quinine or atabrine since only one tablet will protect a person for as long as a week.

Rheumatic fever, a menace to civil health as well as a serious military problem, has been studied seriously by Army physicians, who noted that most cases of the disease are preceded



by streptococcic infection. Preliminary conclusions indicate that rheumatic fever can be prevented by penicillin treatment of the streptococci disease. The importance of this discovery—if continued investigation bears out the preliminary report—is far reaching, for rheumatic fever annually strikes more than 200,000 Americans causing over 30,000 deaths.

A vaccine developed at the Army Medical Service Graduate School, today gives some protection to our soldiers in the Far East against Japanese encephalitis, a form of sleeping sickness. Every American soldier assigned to that area is now vaccinated against this disease.

The Army Hepatic and Metabolic Center—a part of the Army Medical Center in Washington, D. C.—has been carrying on intensive studies of diseases of the liver, with particular emphasis on infectious hepatitis. The disease is curable by bed rest and a highly nutritious diet over a comparatively long period of time but no specific satisfactory treatment for it has yet been developed. During World War II infectious hepatitis hospitalized more than 200,000 United States troops in all theaters, with an average period of hospitalization of two to three months. Intensive research continues, spurred on by the knowledge that such a loss of effective strength can be a disaster to an army in the field.

Considerable progress in Army medical research has been reported from Korea. New items being tested on that distant battleground include: a disposable sterile injection device for the administration of drugs in the field, a new stainless steel bone pin for fractures, portable anesthesia apparatus, an over-size burn or wound dressing and a lighter and stronger replacement for plaster of paris in fracture cases. The hormones ACTH and cortisone are being field-tested to study their value in retarding the growth of fibrous tissue and decreasing scar formation in wounds. Also being tried out are new uses for various antibacterial drugs.

Most of these developments for the aid and comfort of sick and wounded soldiers spring from the work of the Surgeon General's Research and Development Board and have been under trial in Army hospitals in the Zone of the Interior for varying lengths of time.

The injection device, which can be discarded after use, is a sterile needle attached by a rubber tube to a glass container partially filled with penicillin, streptomycin or some other liquid drug. The remaining space is occupied by helium gas



under pressure. By breaking a seal which releases the compressed gas, the drug is forced through the needle into the tissue.

A civilian medical consultant to the Surgeon General recently returned from Korea where he supervised the field testing of two new drugs—methadon and levo-iso-methadon—in evacuation hospitals. These drugs, termed “perfect substitutes for morphine,” had been tested in the United States.

Preliminary work on methadon had been done in Germany and later the Army’s research team perfected the new synthetic. Final validation has now been made under the most rigid conditions and methadon or levo-iso-methadon will eventually be adopted by the Army as a standard item.

As a result of this development the United States and the western world for the first time in history are less dependent upon Asia and the Near East for narcotic drugs to relieve pain, since methadon can be made at comparatively low cost from substances which are abundant in the United States. It may well be that the discovery of methadon will rank among the great contributions of military medicine to world health.

The steel bone pin, too, can be traced to groundwork done by the Germans prior to and during World War II. Called an intramedullary pin because it is inserted into the marrow cavity, it was tested and improved by ten military and civilian orthopedic surgery clinics working under Army auspices. The device was recently tried out for several weeks in Tokyo Army Hospital. Used thus far only for breaks in the femur (the long bone of the thigh) it aroused such enthusiasm among Army surgeons in Japan that they asked for similar pins for fractures of other bones. The Surgeon General’s Office is now arranging for the fabrication of such pins.

The intramedullary bone pin has many advantages. The patient suffering a leg fracture can exercise in bed almost as soon as the operation is over. He is able to walk after six or eight weeks, instead of several months as formerly. The new pin eliminates the need for a plaster cast; it promotes faster growth of new bone tissue, permits earlier fixation of the bone and avoids the stiffness of joints and the weakening of the leg muscles that come from immobilization in a cast.

The Army’s thermal burn research program is so extensive and so important to the civilian and the soldier alike that it calls for somewhat special emphasis. At present the Army is making considerable progress in studying the treatment and rehabilitation of large numbers of casualties suffering from

thermal burns, those that might be expected from the atomic bomb, other incendiaries, or major catastrophes. In these studies, advantage is taken of experiences in such disasters as the circus tent fire in Hartford, the Coconut Grove night club holocaust in Boston and the explosion at Texas City.

Extensive investigation of the "open" or "exposure method" of treating burns has demonstrated its value in relieving pain and speeding recovery. The open method of treatment is carried out without using any type of dressing. The burned surface is simply exposed to warm, dry air, with no medication, except antibiotics to prevent infection. This method eliminates painful changes of dressings and greatly reduces the need for nursing and surgical care. The open technique, however, cannot be used easily in cases where burns extend completely or almost completely around the body or a limb.

Army medical researchers have found that in cases of extensive burns—those involving more than 20 per cent of the body surface—the closed or pressure method is more applicable, and improvements in this technique have also been made. It has been found unnecessary, for example, to use petroleum jelly in treating the burn. After 21 to 28 days the patient is ready for any necessary skin grafting.

A new oversize burn or wound dressing—five times larger than any previously employed—is now in use in Korea. The inside layer of highly absorbent fine mesh gauze which is placed against the burn or wound may be treated if necessary to reduce irritation. An outside non-absorbent layer prevents the medication from soaking through and keeps bacteria from entering. The dressing—specifically designed for first aid treatment—improves the casualty's chances of reaching a hospital in good condition.

Continuing its program of unrelenting research through war and peace, the Army Medical Service remains dedicated to its basic mission: To prevent disease and injury among American troops to the fullest extent possible and to give to the sick, injured or wounded soldier the best care that modern scientific knowledge, human ingenuity and personal interest can provide.

# WOMEN'S ARMY CORPS TRAINS AT FORT LEE

By

LIEUTENANT COLONEL RUBY E. HERMAN

**T**HROUGH the portals of the Women's Army Corps Training Center at Fort Lee, Virginia, pass young women from all walks of life, from all parts of the United States. All are volunteer trainees for the serious business of national defense.

Each week from 150 to 200 enlistees arrive at the Center to learn the ABCs of military life in a basic training program that includes eight weeks of classroom and practical work. They receive instruction similar to their brothers-in-arms, except for branch training and training for combat or reconnaissance. They utilize the time normally devoted to combat training for practice in subjects appropriate to the duties they will be called upon to perform.

Basic training is preliminary to assignments in fields ranging from clerical work to engineering, including the many administrative and technical tasks which women have demonstrated they can do superlatively well in the Army. Those specially qualified go on to take the Leaders Course which fits them for duty as instructors. The WAC Officer Candidate Course and the WAC Company Officers Course also are conducted at Fort Lee.

Activated in July 1948 immediately after passage of the Women's Armed Services Integration Act (Public Law 625—80th Congress) which made the Women's Army Corps part of the Regular Army, the Center was formally opened on 4 October 1948. By mid-December 1950, it had graduated over 6000 enlisted women who were subsequently assigned to specialist schools or who went directly into the field. More than 700 of these took the Leaders Course and 43 advanced to the Officer Candidate School.

The Training Center is organized and run entirely by

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**LIEUTENANT COLONEL RUBY E. HERMAN**, *Women's Army Corps*, is Commanding Officer, *Women's Army Corps Training Center, Fort Lee, Virginia.*



U. S. Army Photograph

Wacs-to-be arriving at Fort Lee look over their new home.

Women's Army Corps members, from the Commanding Officer down, with a staff corresponding to any male training center. All of the duties such as cooking, care of barracks and administrative functions are handled by Wacs.

The trainees are organized into three training battalions of four companies, with each platoon occupying a separate barracks. A platoon consists of three or four squads, depending upon the strength of the company. Under the direction of the platoon officer and platoon sergeant and their assistants, the trainees are taught care of clothing, equipment and quarters and receive much of their academic instruction on a squad or platoon basis.

Upon their arrival at the Center, the newcomers to Army life are given classification interviews, tests, orientation lectures and are generally processed in all of the details necessary for a proper start in the Army. They get physical check-ups, draw their clothing issue and a partial pay. At this time, too, they are given the opportunity to sign up for insurance and allotments of pay.

Following processing, the trainees enter a routine designed to ease the transition from civilian to Army life. They receive instruction in basic military subjects as a foundation for advanced training. During this period, too, they are en-

## **Women's Army Corps Enlistment Qualifications**

**Age**—18 to 34 inclusive. If under 21 must have written consent of parents. Women over 35 with prior service accepted provided age does not exceed 35 plus number of years of prior service.

**Citizenship**—Must be United States citizens or, if aliens, must present evidence that they have made legal declaration of intention to become citizens.

**Education**—Must have high school education or equivalent and achieve minimum score in the Armed Forces Qualification Test.

**Family Status**—Must have no dependents under 18; if without prior service, must be unmarried.

## **Leaders Course Qualifications**

Graduates of the Training Center must be recommended by immediate commanding officer. Must have score of 90 or higher in Aptitude Area I of Army Classification Battery. Must be physically qualified and express desire to attend course.

Wacs with longer service may submit application through immediate commanding officer. Must have 15 months or more remaining in current enlistment to serve after completion of training.

## **Officer Candidate Course Qualifications**

**Age**—Over 19 but not over 26; must also be physically qualified.

**Citizenship**—Must be a United States citizen.

**Education**—Must have score of 123 or higher on Officers Educational Qualification Test or at least 50 per cent of academic credits required for baccalaureate degree from recognized college or university. Must have score of 110 or higher in Aptitude Area I of Army Classification Battery.

**Service**—Must have completed Basic and Leaders Course and be willing to serve at least two years on active duty as commissioned officer.

## **Company Officers Course Qualifications (Direct Appointments)**

**Age**—Must have reached 21st birthday but not have passed 27th birthday, on 1 September of year in which appointed (Waivers for those over 27 considered in exceptional cases.)

**Citizenship**—Must be United States citizens.

**Education**—Baccalaureate degree from an accredited college or university.

**Family Status**—Unmarried, with no dependents under 18.

Must also possess mental and moral fitness and aptitude for active military service.

couraged to develop a sense of individual responsibility and an understanding of their obligations as servicewomen.

To develop pride in the service and its traditions, considerable attention is given to the heritage and achievements of the Army and of the Women's Army Corps. Emphasis also is placed on the Army career guidance program and its application to the servicewomen themselves. Instruction in citizenship is given stressing the responsibilities of the individual and her importance to the Army and to the Nation. The chaplain presents a course in character guidance covering a review of fundamental moral principles and basic obligations. Development of poise, self confidence and the highest standards of personal appearance are taught in the individual standards and social concepts course.

Altogether, the training consists of 384 hours including drill and ceremonies, physical training, and maintenance and supply economy. During the first six weeks of training, the young women also receive instruction in military law, organization of the Army, personal and military hygiene and sanitation, social hygiene, first aid and safety measures, map reading, basic communications, Army procedures and personnel records, chemical warfare, interior guard, safeguarding of military information and military customs and courtesies.

Wacs in basic training also undergo a 10-hour course of



U. S. Army Photograph

Studying positions on a sand table and then locating them on a printed map illustrates the practical training given at the Center.





U. S. Army Photograph

A WAC training company sets out on a field march.

weapons familiarization to acquaint them with nomenclature and technical terms which, in later assignments, they may be called upon to use and understand. And, on a strictly voluntary basis, those who desire may fire the carbine on the range.

This is followed by a week in bivouac in which classroom principles are put into practice. During World War II many Wacs serving with units in the field had to learn how to take care of themselves under field conditions. Current training is designed to teach present-day Wacs to adjust easily to such circumstances. During the week in the bivouac area, they learn to pitch tents; they become familiar with the use of hasty fortifications and natural cover for protection and they practice the many improvisations which help to make field living conditions somewhat more comfortable. They take part in day and night problems in map reading, field sanitation, first aid and defense against chemical and other forms of attack. Like all the rest of the instruction program, this phase is planned and conducted by the WAC Training Center cadre—all women.

During the eighth week trainees take a two-hour written test and a two-hour performance test on either the outdoor or indoor Military Stakes Course. This course consists of a series of achievement situations which challenge the ingenuity of

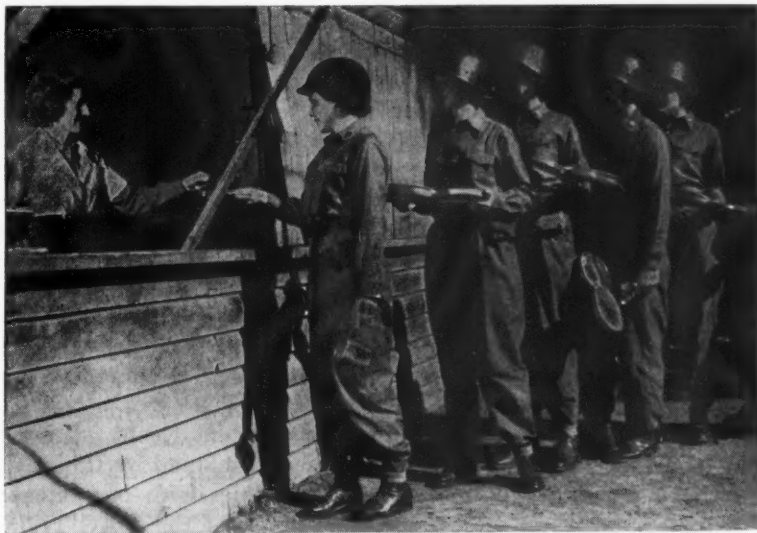


the trainees—field problems in first aid, compass and map reading and related subjects.

After basic training is completed, the Wac may be assigned directly to an Army job if she is proficient in a civilian skill needed by the Army. Or, depending on her record and abilities, she may attend the Leaders Course or be assigned to one of the many Army service schools. These include advanced training in such specialties as medical technician at Brooke Army Medical Center; Army supply at the Quartermaster School; cryptography and photographic work at one of the Signal schools; stenography, personnel management or office administration at the Adjutant General's School; Information and Education or Public Information duties at the Armed Forces Information School. Depending upon aptitudes, some are enrolled in the engineer and topographic drafting courses at the Engineer School; others go to the Army Finance School or complete courses as clerk-typists at various training divisions.

Those who demonstrate leadership qualities in basic training may be assigned to attend the eight-week WAC Leaders Course. Most of such students are recent graduates of basic training but some are women with longer service in the Army.

The Leaders Course consists of 384 hours of academic and practical work, with 144 hours of on-the-job training as as-



Department of Defense Photograph

Trainees line up for mess during the bivouac period.

sistant to a noncommissioned officer of a basic company. The academic work, stressing leadership principles and methods of teaching, is designed to give students a more advanced knowledge of military subjects. Some graduates remain at the Center as cadre; others are assigned to the field or to one of the various service schools. Successful completion of the Leaders Course is a prerequisite for attendance at the WAC Officer Candidate Course.

Instruction in the WAC Officer Candidate Course includes military information, procedures, administration, training techniques, methods of instruction, the relations of the Army with civil agencies, recruiting, military government and civil affairs, psychological warfare, troop information and education, educational psychology and leadership. Included are 144 hours of practical problems, 48 hours of student staff officer problems, 48 hours of student company officer problems and 48 hours of field problems. The graduate receives a Reserve commission as a second lieutenant and, if within the age limit, is eligible to compete for a Regular Army commission.

The Company Officers Course was established to train WAC officers for the Regular Army. Qualified college graduates who are eligible, under recent Department of the Army policy, are given direct commissions in the Organized Reserve section of the Women's Army Corps and then attend the Company Officers Course.

The first class for officers commissioned directly from civilian life (comprising 41 officers selected from among 200 applicants) was graduated in December 1950.

Despite their concentrated schedule of class work and the hours that must be spent preparing for the next day's training, the students manage to find time for many of the recreational facilities provided at the Center. A hobby shop, a beauty shop, a post exchange and service clubs are well patronized. A launderette is always kept busy and there are dry cleaning, pressing and shoe repair facilities available. A dispensary and a well-equipped hospital help maintain student health. Religious services for all faiths are conducted at the chapels at Fort Lee.

Graduates find a continuing and ever-increasing demand for their services. With the confidence developed by thorough military training and the poise which comes with competence in their specialties, these women graduates of the WAC Training Center are ably prepared to serve their Nation in the varied tasks of national defense.

# THE ARMY'S NEWSPAPER CHAIN

By

CAPTAIN JAMES S. DOUGLAS

WHETHER they're straphangers on a subway, breakfasters in their own homes or soldiers in front-line foxholes, Americans want to read their news daily. And even in the foxholes in Korea they're getting the news, although there is considerably more difficulty involved in producing a newspaper for readers in combat than for the hometown consumers.

Today the Korean edition of the *Pacific Stars and Stripes* is virtually worth its weight in gold to men now fighting there. It conveys news informing its readers as to what's doing up the line or "back home" in Japan—information they seldom get in any other way while on the front line. Besides this authorized newspaper, several of the combat divisions issue their own dailies or weeklies. The 25th Infantry Division, as one instance, issues *Tropic Lightning Daily News* while one of the regiments gets out its own daily, *The Eagle Forward*.

Putting out a newspaper under normal conditions is never an easy task but editing one in the combat zone is a project that involves ingenious improvisation, extra hard work and danger. There are no comfortable offices with printing presses handy and the news sheets usually are run off on stencil duplicating machines. Sometimes the stencils have to be cut by flashlight and in all sorts of weather, too. At times reporters are forced to dodge from one foxhole to another or from tank to forward command post to get news or to transcribe news broadcasts.

Reflecting the Army's determination to encourage publications by and for the troops, there were on 15 April 1951 more than 180 newspapers published by various Army units world-wide, constituting the largest periodical "chain" in the world. From Maine to California, to Japan and the Philip-

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CAPTAIN JAMES S. DOUGLAS, Army General Staff, is Officer in Charge of Army Newspapers for the Troop Information and Education Division, Office, Chief of Information, Department of the Army.

pires, to Turkey, Austria and Germany, there are daily and weekly Army newspapers devoted to news about the Army and about home and world affairs. Papers edited in the Zone of Interior generally emphasize local events of interest to personnel of the particular camp, post or station involved. But oversea papers additionally provide news reports designed to keep the serviceman abreast of world events.

Within this chain are newspapers of almost any size, shape, color or type imaginable. One unit uses a different color paper stock for each issue until it runs the gamut of available colors, then starts over again. Some papers are no larger than six inches square while others rival a normal metropolitan daily in size and format. Some are plain, the efforts of men who are earnestly enthusiastic but who have neither the training nor the facilities to do better. Others can boast well trained editors, good reporters and high quality printing facilities.

Most Army newspapers in the United States are printed by letterpress—the standard printing method customarily used by commercial newspapers. Others are printed by photo offset or are reproduced by stencil duplicating machines.

In recognition of the value of unit newspapers, the Department of the Army has assigned to the Troop Information and Education Division responsibility for the supervision of all such news media and regulations have been established governing these publications.

There are now three separate classifications of publications—the *authorized* newspaper, the *theater* newspaper and the *civilian enterprise* newspaper.

The authorized paper is published by and for military personnel from nonappropriated funds. The theater newspaper, although usually authorized, is in a separate category. As the direct responsibility of the commanding officer of an oversea command, it has command-wide distribution and certain editorial privileges not given other authorized Army publications. At present there are three such theater newspapers: the *European Stars and Stripes*, the *Pacific Stars and Stripes* and the *Caribbean Army News*.

The civilian enterprise newspaper is a commercial type publication issued by a civilian printer or publisher "in the interest of the military personnel of Camp Blank." Such papers usually maintain close liaison with the installation's Public Information and Troop Information and Education

offices, using stories and articles written by military personnel but not utilizing such personnel in editing or production work. In contracting for such a newspaper the commanding officer of the installation must ask that the paper not carry any insignia or name that might imply official status and that the masthead expressly state that the paper is not official. Otherwise there are no official restraints on the publisher.

The chief advantage of the civilian enterprise type newspaper is that it saves military manpower and considerable time and effort on the part of Public Information and Troop Information and Education personnel. The chief disadvantage is that no military personnel may be members of the staff; therefore, the control over material printed is the publisher's, not the commanding officer's. So far this has been merely an academic consideration for there has never been anything but the closest cooperation between the civilian publishers and the military.

The Army and its sister services foster and encourage publication of newspapers through the Armed Forces Press Service (AFPS) which functions as a branch of the Armed Forces Information and Education Division. The AFPS has the specific mission of assisting service newspaper editors. Every week a "clip sheet" containing interesting news for and about the services as well as features, cartoons, pictures, jokes and other material goes to the editor of each service newspaper. The clip sheets—each about two feet square—are printed on high grade



U. S. Army Photograph

... but in Korea nearly everybody reads *Stars and Stripes*.

glossy paper so that any desired item can be photographed and reproduced by the offset printing process. Included in the materials provided to letterpress printed papers are stereotype mats of pictures and cartoons, permitting this type of artwork to be reproduced easily and cheaply.

For newspapers reproduced by the stencil process AFPS issues pre-cut stencils with the same art work as contained in the regulation clip sheet. Thus editors are spared a considerable amount of time they might otherwise have to spend in preparing their own drawings—a service especially valuable to editors publishing their papers under battle conditions.

In addition AFPS distributes prepared guides for editors. For Army personnel there is WD Pamphlet 20-23, *A Guide for Army Newspaper Editors*, a condensed review of basic journalism. As a supplement, Special Regulation 355-20-1 and Army Regulation 355-20 spell out the Army policies for its newspapers. A pamphlet now being prepared by the Armed Forces Information and Education Division will provide an even more comprehensive guide for the novice in the editing and publishing field. AFPS also offers a critique service to any service newspaper on request. Experts review several representative editions and offer suggestions for improving the writing, editing, make-up and the like. This service has pulled more than one potential failure out of the depths.

Of the three command newspapers the present *European Stars and Stripes* is unofficial since it is staffed largely by civilian personnel. The publication maintains a bureau in New York City for the management and procurement of its supplies. The European edition is financed by paid circulation and profits from its own chain of bookstores and magazine stands operated as a concession throughout the command. These can now supply practically any book or national magazine to military personnel in the European Command. During World War II the *European Stars and Stripes* published some thirty editions for our far-ranging troops.

The *Pacific Stars and Stripes*, now appearing in five editions—one in Korea—is a completely separate entity from the European paper. An authorized paper published by military personnel and supported by funds under control of the Far East Command, it is distributed free to military personnel. It has a circulation of about 60,000 copies, as compared with more than 120,000 copies of the European edition.

The third theater newspaper, the *Caribbean Army News*, is



an authorized publication published at Fort Amador, Canal Zone. Unlike the other two theater newspapers, which are dailies, this paper appears weekly, largely because there are other English-language papers available to Army personnel in the area. An unusual feature is a section printed entirely in Spanish for the Spanish-speaking troops in the Caribbean area.

In addition there are 150 authorized unit and installation newspapers currently published under Army sponsorship. This figure is steadily edging upward as camps are reopened throughout the country. On many posts and in some of the divisions there may be several unit publications. At Fort Bragg, North Carolina, for example, there are three authorized newspapers and one or more Special Services bulletins. The 82d Airborne Division publishes *The All American Paraglide* while smaller units either within the Division or on the post have their own papers. Prior to its commitment in Korea, the 24th Infantry Division published several newspapers in Japan.

At present there are 16 civilian enterprise newspapers of varying sizes published by local newspaper plants and carrying both local and national advertising.

To the men and women of the Army's Fourth Estate, including the many who are doing such an exemplary job in war-torn Korea, the fundamental principle espoused a century and a half ago by Thomas Jefferson is today bright with meaning: "When the press is free and every man able to read, all is safe."

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You are fighting to stop armed aggression and maintain peace not only in Korea but in your respective homelands. This renewed battle is for the preservation of life, liberty and the right to the pursuit of happiness of all free men. These are fundamental in the rights of man—the rock upon which our civilization is founded—and they are the first rights which Communism denies its own people.

The time has come when all men of the free and decent world must steel their souls to face the desperate, bitter and uncompromising battle with armed Communist aggression. Our strength rests on the solid foundation of belief in God and the rights of man rather than on the will of dictators, imposed through cruelty and complete disregard of human rights.

Lieutenant General James A. Van Fleet,  
Commanding General, Eighth Army



The Port of New York Authority

The loading well in one of the two giant NYPE warehouses at Brooklyn Army Base features rows of platforms to which overhead traveling cranes lift supplies for storage prior to shipment.

# "VIA NEW YORK PORT OF EMBARKATION"

By

BRIGADIER GENERAL EDWARD H. LASTAYO

ALL types of paraphernalia, great and small, reflecting the Nation's far flung defense effort pass in review over the docks and piers of the New York Port of Embarkation. In size, individual items may range from a self-propelled heavy mortar destined for one of our Atlantic Pact allies to a tiny vial of streptomycin for a general hospital somewhere in EUROM. In numbers, it may range from a division with its vehicles and equipment to a serviceman on individual orders, carrying his duffel bag and personal gear. Foodstuffs and rations, clothing and equipment, light arms, vehicles and heavy weapons form only part of the traffic. Dependents with their pets, household goods, baggage and personal property swell this cavalcade moving to or from our occupation zones and overseas bases. Making all this possible is a vast assortment of warehouses, terminals, troop housing facilities, railroad switching yards, cranes, lighters and cargo loading equipment which, taken together, is known as NYPE—New York Port of Embarkation.

The New York Port of Embarkation—one of the four permanent Army Transportation Corps ports in the continental United States and the principal port of embarkation on the Atlantic Coast—dates back to the era of the Spanish-American War. In 1898 the Army Transport Service with activities centering at two ports—San Francisco and New York City—was established to handle the movement of troops and materiel to Cuba and the Philippines. Following the Spanish-American War, an infrequent schedule was maintained from New York to our garrisons in Panama, Puerto Rico, Hawaii and the Philippine Islands by three coal-burning vessels which sailed from Pier 12, East River.

Upon America's entry into World War I in 1917, the New York Port of Embarkation was rapidly expanded by seizure of

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BRIGADIER GENERAL EDWARD H. LASTAYO, USA, is Commanding General, New York Port of Embarkation.



Department of Defense Photograph

NYPE's Brooklyn Army Base, one of the largest terminals in the New York harbor area, has cargo ships for transportation, cranes for loading, fireboats (left foreground) for protection, and direct rail connections to warehouses and docks, permitting continuous operations in all weather.

the North German Lloyd Company piers at Hoboken and of all German ships in New York Harbor. Additional port facilities were constructed or rented until the Port comprised five Hoboken piers, two Jersey City piers, four New York piers, six Brooklyn piers and four staging areas.

But even these facilities were inadequate. In 1918 construction of the Brooklyn Army Base was begun, making the NYPE the only port of embarkation with facilities specifically designed and built to accomplish the mission it is now performing. Completed in thirteen months at a cost of more than \$30,000,000, the Brooklyn Army Base was put into operation too late to serve in the movement of troops and supplies overseas but it was used to good advantage as a port of debarkation for returning troops.

The Brooklyn Army Base, situated in upper New York Bay, was the world's largest military terminal when built. It covers an area of 100 acres and contains two large warehouse buildings, three double-deck covered piers each 1300 feet in length, two smaller open piers, various auxiliary buildings and thir-

teen miles of railroad track. The rail facilities have an operating capacity of 450 cars and are directly linked to two commercial lines. Here "wheel meets keel."

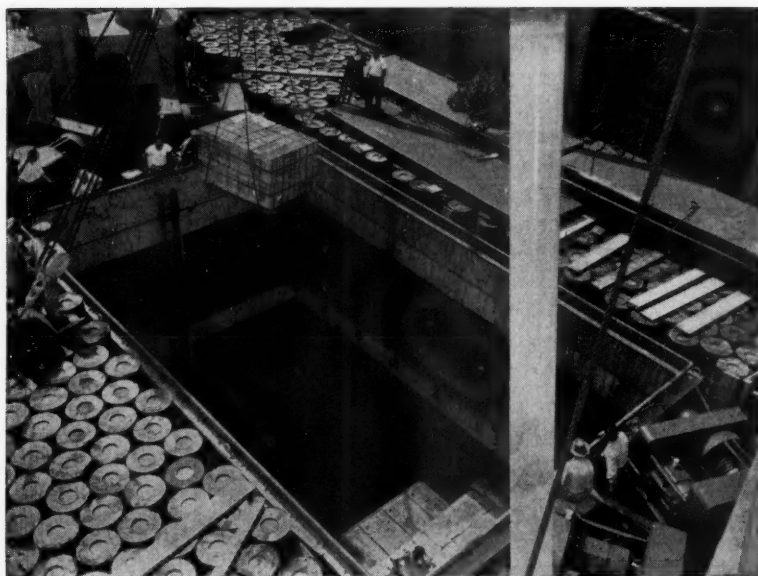
The Brooklyn Army Base is the largest such terminal in the New York harbor area. Its warehouses provide 3,000,000 square feet of storage space and are linked to railroad facilities and piers by extensive rail sidings, tunnels and ramps. These facilities permit continuous operations under all weather conditions. The most modern types of mobile equipment speed freight within and between warehouses and piers.

By 1922 the New York Port of Embarkation had reverted to peacetime operations. Outlying properties were returned to their owners, several piers at the Brooklyn Army Base were leased to foreign steamship lines and the rail yards were rented to the Long Island Railroad. Several Government agencies made use of its facilities; at various times it was used as a War Department prison, a depot for seized contraband liquor, a rubber storage warehouse and Quartermaster depot, including a large coffee roasting plant which contained stocks valued at almost a quarter of a billion dollars.

Prior to our entrance into World War II, all leased facilities of the Brooklyn Army Base were restored to military control and other installations necessary for a wartime port of embarkation were acquired throughout the metropolitan New York area. When on 31 July 1942 the Transportation Corps was established to coordinate and control surface transportation of the Army, the Port became the largest field installation of the new Corps.

Following the attack on Pearl Harbor, facilities were rapidly expanded to include piers at Staten Island, piers and warehouses at Bush Terminal, piers on North River, Caven Point Terminal, Claremont Terminal, Port Johnston Terminal and other facilities throughout the metropolitan area. Staging areas subordinate to New York Port of Embarkation were established at Fort Dix, Fort Slocum, Fort Hamilton, Camp Shanks and Camp Kilmer.

The New York Port of Embarkation also was responsible for developing subordinate ports at Boston, Philadelphia, Baltimore, Hampton Roads and Charleston, of which all but Philadelphia and Baltimore developed into major Army ports. Nearly 68 million measurement tons of cargo and four million troops were embarked through these facilities to various overseas theaters in the three and one-half year period from the



The Port of New York Authority

All types of supplies are loaded into the holds and onto the decks of ships at a New York Port of Embarkation dock.

time of our entrance into World War II until victory was achieved in Europe. At war's end the New York Port of Embarkation played an important role in the return of troops, equipment and supplies from overseas theaters.

In October 1949 the Military Sea Transportation Service was set up under the Navy, combining the sea transportation functions of the Army and Navy and terminating the Army Transport Service after more than fifty years of operation. (See "Unified Sea Transportation," November 1950 DIGEST.) On 1 March 1950 all of the NYPE's ocean-going vessels were transferred to Military Sea Transportation Service, Atlantic (MSTS-A), but other port operations, including harbor boat activities, remained unchanged. In addition to the Brooklyn Army Base, the Port presently consists of the Staten Island Port Installation, Caven Point Terminal and several subordinate commands.

The mission of a port of embarkation is to plan, regulate and control the movement to and from the port of authorized personnel (military, civilian and dependents) and cargo; to arrange with MSTS for the allocation and assignment of vessels; to receive, prepare for shipment and to load supplies, materiel



and equipment and to embark personnel; to discharge cargo and debark personnel, processing where necessary and dispatching both cargo and personnel to the Zone of Interior. It supervises the training of Transportation Corps units and personnel assigned or attached to the Port and provides space and services to other agencies within the port as directed by higher headquarters. NYPE also has additional responsibilities which include out-port operations in the area of the Atlantic Coast of Canada, including St. Lawrence River ports, and the Atlantic Coast of the United States extending south to Miami, Florida; operation of the Charleston Small Boat Wet Storage Basin for the storage, maintenance, commissioning and decommissioning of standby Transportation Corps harbor craft, and the performance and supervision of those functions and services within the Port which are the responsibility of the Commanding General, First Army, and for which funds and personnel are provided by First Army.

Facilities of the New York Port of Embarkation continue to be subject to extremely heavy demands imposed by occupation requirements resulting from World War II, our national policy of assistance to foreign governments and the critical world situation. The Port also serves certain governmental activities of the Treasury, Post Office, State and Navy Departments by providing space and such services as legal assistance, procurement, personnel, motor pool and local supply. The largest of these tenant agencies is the Navy, represented by the Military Sea Transportation Service, Atlantic.

Playing an important role in port operations, although not a direct NYPE activity, is historic Fort Hamilton, Brooklyn, a First Army installation which has served as a staging area for thousands of dependents sailing to join husbands and fathers overseas.

Still another element contributing to the diverse activities of the Port is the Army-Air Force Postal Center at Long Island City, New York, which acts as a concentration and distribution point for mail to military personnel at close to a hundred Army Post Offices overseas. Functioning under the Port Postal Division, it is a counterpart of similar units stationed at the Seattle, San Francisco and New Orleans ports of embarkation. (See "Christmas—Care of Postmaster, USA", November 1949 DICEST.)

The command organization of NYPE follows the familiar military organization, with certain modifications and

additions dictated by the highly complex nature of port operations. In general, the organization consists of a Commanding General, Deputy Port Commander for Operations, Chief of Staff, General Staff, Administrative and Technical Staffs, Operating Divisions and subordinate commands.

The Port Commander, in a direct line of command from the Chief of Transportation, commands the port and is responsible for all its operations including out-port operations. He is assisted by a Deputy Port Commander for Operations who is responsible for coordinating all operating divisions.

The Port's General Staff includes, in addition to the normal G1, G2, G3 and G4 activities, a Troop Movement and Initial Equipment Division, a Movement Control Division and an Oversea Supply Division. The Technical Staff, among other functions, has a Property Disposal Division which handles the recovery of salvage and surplus property. On the operating level are three divisions—Port Transportation, Terminal Operations and Postal. All staffs are closely coordinated to achieve a paramount objective—the orderly and expeditious movement of personnel and supplies, both incoming and outgoing.

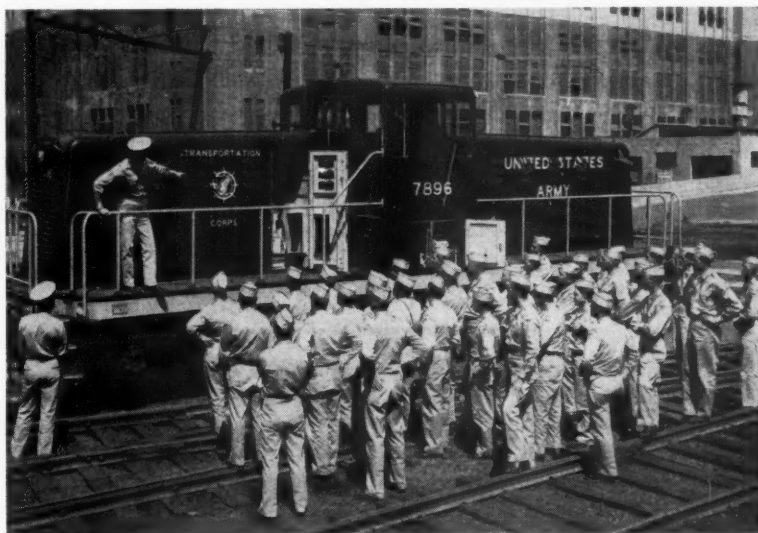
Personnel on oversea orders are brought into the Port through coordination with the respective Army Commanders. Port calls normally are issued twenty-five days in advance of the sailing date; then, three days prior to embarkation, personnel begin assembling at the staging area where pre-sailing inspection, physical examination and instruction take place. Camp Kilmer, recently reactivated as a personnel center, is the assembly point for unaccompanied military personnel while accompanied military personnel, Department of the Army civilians and dependents are processed at Fort Hamilton.

The Troop Movement and Initial Equipment Division controls and coordinates the movement through the Port of all personnel (both military and civilian), troop equipment and personal property such as automobiles, pets, household goods and baggage. It prepares forecasts of space requirements far in advance of movement target dates. It also exercises staff supervision over the movement of repatriated World War II dead through the Port.

The Movement Control Division issues port calls for both military and civilian personnel. It prepares the passenger lists, maintains liaison with Military Air Transport Service for utilization of allocated passenger space aboard MATS aircraft and supervises embarkation and debarkation.

In the requisitioning of everything from locomotives to the drug aureomycin, the Oversea Supply Division, acting as a field agency of the Assistant Chief of Staff, G4, Logistics, is a vital link in Port operations. As the intermediary for all oversea commands supported by NYPE and the Zone of Interior supply system, it is responsible for the processing and delivery of Army technical supplies to oversea commands.

Regardless of the nature, size or quantity, the Oversea Supply Division must at all times know the status of requisitioned materials and their specific location in the supply pipeline. To maintain this continuity of supply, the Division in cooperation with each oversea command establishes order and shipping time factors. A typical cycle in processing a normal supply requisition allows 35 days for inventory, preparation of requisitions and submission by an oversea command to the Oversea Supply Division; 10 days for editing and extracting by the Division; 55 days for the Depot to process and deliver the material to a port; 5 days for loading the supplies aboard; and 15 days sailing time to the oversea command. Thus a requisition based on a 30 November inventory would normally be received in the Oversea Supply Division on or about 5 January; and the supply requirement would reach the oversea



U. S. Army Photograph

ROTC cadets, as part of their summer training, learn about an 80-ton Diesel electric locomotive at the Brooklyn Army Base.

command early in April—a time lag of about four months.

Generally, requisitions cover normal requirements for 30 days. After supply levels have been initially established, the oversea command is scheduled to receive 30 days supply each month. To offset any possible transportation failures, delayed availability of supply or other unscheduled difficulties, each oversea command maintains a minimum 30-day supply in reserve. As a consequence, the oversea command will normally have between 30- and 60-day stocks on hand.

The Port Transportation Division regulates and coordinates the movement of all military supplies, equipment and personnel by rail and highway to, from and through the Port. It also operates and governs all these types of transportation within the Port. It accomplishes all coincident freight and storage operations, maintains and processes railroad equipment for shipment abroad and checks all in-transit supplies for proper packing or crating and correct, clear marking. To coordinate its operations, it keeps control records of all items in transit.

The Terminal Operations Division loads and discharges cargo on Government-operated or chartered vessels and arranges for the berthing of such vessels. It also operates and maintains harbor craft and pier and dock facilities.

Mail is so important in maintaining both troop and civilian morale that the Postal Division is given status on a par with Port Transportation and Terminal Operations. At NYPE more than 19 million pieces of mail are handled monthly for our troops overseas.

The complex tasks involved in maintaining garrisons and reinforcing our bases overseas, supplying occupation troops, aiding our allies and supporting police actions with troops and materiel are reflected in all phases of our defense activities. But perhaps nowhere is this better expressed than in the great supply machine known as a Port of Embarkation.

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It is a matter of record that with the machines and materials that our factories poured forth in World War II, our Army won its great victories with battle deaths less than 13 per cent those of our enemies. This is a tribute to the great scientific and industrial genius of America, which constitutes one of our greatest strengths. We are profiting by this lesson, and are today placing even more emphasis upon consultation with our leading civilian scientists and engineers in the development of new ideas and new equipment for the Army.

*General J. Lawton Collins*

# THE HELICOPTER IN MARINE OPERATIONS

By

COLONEL WILLIAM R. COLLINS, USMC

**I**N THE early days of World War II, the Japanese sought to defeat the amphibious assault at the water's edge. The United States answer was the power play—a concentration of overwhelming air and naval gunfire and assault troops at the point of landing. Later the Japanese relied upon naturally defensible terrain areas, confident in the knowledge that geographical limitations of an island base would compel its assault by frontal attack. They recognized that the United States now possessed the ability to seize any defended base and consequently began to rely on delay and attrition.

Three lessons were learned from these campaigns: the desirability of avoiding, if practicable, heavily fortified beach defenses since, no matter how extensive the fire support, a heavy toll had to be paid to reduce them; the need for maneuver space; and the need for some method, other than frontal assault, of attacking a heavily fortified area well secured on both flanks.

Certainly no one was happier than the Marines and soldiers who were faced with the task of invading Japan when they received the news that the first atomic weapon had been delivered on the target. The sounds of the celebration had hardly died away when the more sober individuals concluded that an era had ended and that a new one was dawning.

An analysis of the effect of the atomic bomb convinced many Marine officers that amphibious warfare, World War II style, was destined to become a subject of importance only to historians. It was evident that the amphibious tactics and techniques of World War II, particularly the seaborne deployment of the landing force, were based in part upon

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*COLONEL WILLIAM R. COLLINS, USMC, is Chairman, Helicopter Employment Committee, Landing Force Tactics and Techniques Board, Marine Corps Landing Force Development Center, Marine Corps Schools, Quantico, Virginia.*

the destructive radius of existing weapons. Certainly the bomb had radically altered this aspect. The concentration of ships, landing craft and amphibians offered great vulnerability to atomic attack, particularly since the density of the assault forces necessary to overwhelm beach defenses offered a target which, if hit, would render a landing force impotent. Then, too, the defender in an amphibious operation was afforded the protection of his defense against atomic attack but the attacker's vulnerability had increased. Added to this was still another serious threat to amphibious operations—the snorkel submarine.

In 1946 a board of officers at the Marine Corps Schools, Quantico, Virginia, met to consider the related problems of the security of amphibious forces en route to the objective area and the necessity for a new ship-to-shore technique which would moderate the threat of modern weapons.

The movement problem appeared capable of solution by proceeding through the air or under the sea. This led to consideration of assault submarines and assault seaplane transports—elements which are destined to come into increasing prominence in warfare of the future.

The requirements for a new ship-to-shore technique indicated the need for a device possessing the following characteristics: It must show reduced vulnerability to atomic weapons; it must be able to cope with the submarine menace; it should give increased mobility and maneuverability to the landing force and its nature must be such as to negate beach defenses. In solving the problem it was recognized that dispersion was in itself a passive solution since there is a limit to which a squad can be dispersed and still remain a tactically effective unit.

In the course of the Marines' investigation, the potentialities of helicopters were examined. At that time the performance of helicopters was discouraging but the basic characteristics of the device offered great promise. The salient feature of the helicopter was its universal mobility. It could traverse any terrain; it could operate in any climatic area; and it could take off or land wherever a man could stand. It offered the possibilities of being loaded or unloaded while hovering—a capability which reduced even further its lifting and landing requirements. The helicopter—as a landing vehicle, at any rate—seemed capable of relatively high speed and was extremely maneuverable. It promised to



solve the problem of maintaining the desired degree of protective dispersion while still permitting effective concentration at the time and place required. It offered the means of solving the beach defense problem by ignoring it. It would overcome the difficulty of assaulting a fortified zone by enabling an attacking force to strike in a direction of its own choosing.

In 1946, although several manufacturers had experimental craft flying, only one helicopter—a model capable of carrying four persons—had received certification by the Civil Aeronautics Administration. In spite of the comparatively primitive state of the machine, a Marine Corps assault helicopter program was immediately activated, looking toward its employment in mass ship-to-shore movement of troops in amphibious operations. Helicopters were procured from the only manufacturer of that time, off-the-shelf commercial models were modified and, simultaneously, military requirements were submitted which reflected the Marine Corps need for more suitable types.

Marine Helicopter Squadron One (HMX-1) equipped with the HO3S type helicopter, was a going concern by the end of 1947. Packard II, a Marine Corps Schools amphibious exercise carried out in May 1948, tested the theoretical aspects of helicopter employment to determine the military requirements for future helicopters. One of the conclusions drawn from this training exercise was that there were no unsurmountable obstacles that might prevent future mass landing of troops by helicopter. As a result of this experimentation, the Marine Corps in 1948 published the first official manual on "Employment of Helicopters."

By 1949, the HRP helicopter capable of carrying six men was brought into use. In that year, HMX-1 participated in the Fleet exercises at Vieques and in the Marine Corps Schools assault helicopter exercise, Packard III. During this period the feasibility of the mass formation landing of transport helicopters in rough field terrain was demonstrated. The "flying crane" concept was achieved by lifting 75mm pack howitzers and related equipment. Flight deck procedures for operating large numbers of transport helicopters from a carrier at sea were successfully developed. Formation flying of fully loaded transport helicopters was another new development. Sufficient new and reliable information on the employment of helicopters was compiled to warrant its inclusion in Marine Corps manuals.

With the onset of Communist aggression in Korea, helicopters were dispatched with Marine forces to the Far East. The helicopters initially employed were the small Sikorsky HO3S type of limited lift capacity. The Marine Corps did not then have enough of the larger types to employ them en masse, and the smaller helicopters were lacking in a few desirable military features. Despite these handicaps the helicopters were assured a permanent place in the military arsenal.

Marine Corps helicopters in Korea were assigned to the observation squadron of the Marine Division where they instantly proved their versatility, performing assigned tasks in many cases more efficiently than could be done by any other means. The jobs included transporting troops to inaccessible areas to establish security and observation posts, rescue operations both by sea and land, courier and liaison missions, observation and reconnaissance, contact by key personnel and the evacuation of wounded.

Helicopters effected many reconnaissance flights, carrying commanders and staff personnel into forward areas. In this way they were able to reconnoiter routes of approach and to study at close range terrain later destined to be the scene of combat operations.

On one occasion Brigadier General E. A. Craig, USMC, Commander of the First Marine Brigade, used the helicopter as his sole means of transportation in disengaging a front line rifle battalion and ordering it recommitted in an entirely different direction. The general was able to hold a spot conference and to evaluate the terrain and the progress of the attack in a fraction of the time that would have been required by other means of transportation.

Evacuation of wounded by helicopter saved lives and bolstered morale. Wounded Marines knew that it would be a matter of minutes before a helicopter would land and soon have them back in a hospital. Unfortunately the helicopters were insufficient in number to take all the casualties but they did evacuate those most seriously wounded, saving many lives that might otherwise have been lost.

Helicopters were invaluable in establishing and maintaining observation posts. Personnel could be moved to an inaccessible area and landed or disembarked while the helicopter hovered. Remote posts were supplied. If helicopters had not been available, it would have meant long and exhausting treks over the Korean mountains.

Additionally helicopters assumed the role normally assigned to patrols and reconnaissance units by covering from the air the flanks of our advancing forces. This helped accelerate the advance. Patrols were spared the arduous tasks of climbing rugged hills bordering the route.

Currently, it may be said that helicopters are about at the same stage of development as the fixed-wing aircraft of thirty years ago. The first transport-type fixed-wing aircraft was built and flown successfully in the early twenties. The first transport helicopters of sizable capacity and effective range are just now being produced. Helicopters of greater speed, range and carrying capacity will be available in the near future. Those under procurement by the Marine Corps will have additional features suited for carrier operations. Thus much of the rapid progress previously scored in the field of fixed-wing aircraft is only now becoming apparent in direct-lift aircraft.

Many aircraft manufacturers are now prepared to produce helicopters. Some have designed craft capable of carrying from 10 to 15 passengers and certain of these designs have reached the production stage. One company has a proposal for a "convertiplane" of high speed and large capacity, whose rotors would lift the craft for perpendicular take-offs and landings and then could be pitched for the maximum speed for horizontal flight.

The potentialities of the transport helicopter are impressive. Using a helicopter with a capacity of fifteen men, a round-trip flight time of 30 minutes and a total unload and reload factor of fifteen minutes each, one hundred helicopters could in 22.5 minutes transport, land and disembark 1500 men. In 67.5 minutes they could transport, land and disembark 3000 men, while in 112.5 minutes they could transport, land and disembark 4500 men.

The military value of the helicopter in amphibious operations is clearly evident. In many ways, in fact, the helicopter-borne operation introduces advantages peculiar to this type of force. Among the characteristics of the helicopter-borne assault the following can be cited: It provides the versatility of a three-dimensional assault combined with the mobility of the United States Fleet. It permits a reversal of the World War II situation which initially existed at the water's edge—a situation in which the attacker's power was at zero and the defense was at its maximum.

Entire tactical units with their equipment may be lifted and landed simultaneously. A force may be landed in its selected formation for the assault. The troop elements of the helicopter-borne assault force, when in the air, can alter their formation in three dimensions at a sixty-knot speed. Thus, if the formation selected is "two up and one back," it can be altered to a column formation while in the air. The supporting arms (both organic or artillery) are properly deployed in relation to the direction of attack. Command posts, supporting and service units can be properly located as desired. The reserve can be committed to any selected point, at any selected time, in any formation, and can attack in any desired direction. Ground fortified areas can be ignored, assaulted from the rear or enveloped with relative ease.

The conventional phases of ground warfare such as security elements, approach march formation and deployment are not necessary since the place of ground contact cannot be determined by the enemy.

Logistic support comes from the air during second or subsequent trips of the helicopters. Should change of position become desirable, the helicopters return, lift the helicopter-borne assault force and redeposit it in the desired locality.

Helicopter-borne forces can seize objectives in places inaccessible to other modes of transportation. There are few, if any, areas restricted to helicopter landings and even in those, the helicopters can hover while loading and unloading. The small landing area required and the ability to lift and land vertically make it possible to locate large forces in a small area in a short period of time. Moreover, helicopters do not require an airfield, are not limited to one trip, nor do they scatter the personnel on landing.

Unfortunately, all is not yet on the credit side for the helicopter. It still possesses far less range, speed and carrying capacity than fixed-wing aircraft. Although, as demonstrated in Korea, the helicopter can take a hit, it is still somewhat more vulnerable to ground and antiaircraft fire. It presents a slow-moving and rather large target and is extremely vulnerable to air attack. This means that local air superiority is a prerequisite for helicopter operations.

An amphibious assault of the future might take the following form. At daylight, the naval gunfire and air preparation of the objective begins. Transports arrive in the objective area and begin debarking into landing craft the mechanized

units, tanks, artillery, engineers, shore party and other heavy lifts. Soon thereafter a swarm of helicopters appears flying in from carriers beyond the horizon. These by-pass the beach defenses and following a devious route calculated to reduce the effectiveness of antiaircraft and ground fire. The helicopter-borne assault force suddenly descends on the flank of a hill mass which dominates the area. Men and equipment spill from the craft. The bulk of the troops begin assaulting the hill mass. Others begin working back to the beach. Amphibian vehicles and tanks approach the beaches, land and breach the beach obstacles under cover of fire support and assisted by artillery which has been landed from helicopters. Soon a penetration is effected and the heavy supporting arms of the helicopter-borne assault force thrust through the gap and link up with their parent force. The assault on the initial objectives is now almost completed.

The remainder of the operation would follow the conventional pattern, except for the following differences: Through use of the helicopter, the Landing Force Commander would possess complete mobility for the bulk of his forces; he could seize critical areas, particularly those that were lightly held or undefended; and the enemy would be continuously confronted with a truly triphibious attack.

The full impact of such a technique—some daring lexicographers call it “ensphering”—cannot yet be fully evaluated. It presents great promise—and more. It cannot be devastated by the use of atomic weapons. It permits transports and carriers to remain under way while unloading. Because of this innovation, beach defenders can no longer inflict heavy casualties on the attackers. The helicopter out-modes present defense theories, compelling the defender to give new emphasis to defense in depth that would have seemed incredible in the past.

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Lessons learned in Korea, forged in the heat of armed conflict, have shown that the concept of unification can stand the most rigorous of tests—that of proof by actual battle.

*General Hoyt S. Vandenberg*

# CANADIAN VOLUNTEERS PREPARE FOR COMBAT

By

MAJOR C. C. McDOUGALL

**O**UT in the Pacific Northwest, on the broad plain stretching between the heavily forested hills of the snow-capped Cascade Range and the cold waters of Puget Sound, a new chapter in United States-Canadian military cooperation has been written. There on the 90,000-acre Fort Lewis military reservation, some 8000 soldiers of the 25th Canadian Infantry Brigade, Canadian Army Special Force, have undergone intensive training while familiarizing themselves with new weapons and toughening themselves for combat duty with United Nations forces in Korea.

From October 1950, when they began appearing in Tacoma, Olympia and Seattle on pass or furlough, the Canadians with characteristic exuberance, thick, woolly uniforms with many well-placed pockets and their jaunty berets had imparted an international flavor to the Northwest. Except for French-Canadians among them, they speak like Americans (with only minor variations such as "aboot" for "about"), they like much the same food and they share a quick and lively capacity for making friends.

Culminating more than one hundred years of amicable relations—a friendship symbolized by a common unfortified frontier, longest in the world today—both the United States and Canada have intensified their cooperative defense efforts in the postwar years. In joint exercises—Musk-Ox in 1945 and Sweetbriar in 1950—United States and Canadian troops participated in cold weather training and equipment testing.

With the outbreak of Communist aggression in Korea and the commitment of United Nations forces there, the Canadian Parliament, meeting in special session in August 1950, directed the organization on a voluntary basis of an army force of

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*MAJOR C. C. McDOUGALL, Canadian Army, is Public Relations Officer, 25th Canadian Infantry Brigade.*



brigade group strength to be placed at the disposal of the United Nations. Recruiting began immediately, and by the end of September the brigade group, designated the Canadian Army Special Force, was up to prescribed strength. When first organized, the force consisted of about forty per cent World War II combat experienced soldiers. Brigadier John M. Rockingham, CBE, DSO, ED, with a distinguished record in World War II, returned from civilian life to take command.

Units forming the newly constituted brigade—three infantry battalions, one artillery regiment and supporting corps troops—received their basic training at permanent military bases in Canada, during which discipline, physical fitness and individual proficiency in marching, arms drill and weapons firing were stressed. A minimum of six months is normally required to complete the unit training of a brigade. But this objective was threatened by the approach of the bitter Canadian winter. In the limited time remaining it was necessary to find a suitable training area in a more moderate climate, where the new force could concentrate on the essentials of destroying the enemy without also having to cope with the elements at the same time.

An agreement was quickly reached between United States and Canadian Army authorities making available facilities



National Defence Photograph, Canada

Canadian troops arrive to participate in training at Fort Lewis.



National Defence Photograph, Canada

Canadian soldiers in battle training at Fort Lewis observe a flame thrower in action against an "enemy" bunker.

at Fort Lewis for training the Canadian force on United States soil. This action was a further extension of the free exchange of information, ideas and service personnel which has been conducted on an ever-increasing scale since the signing of the Ogdensburg Agreement in 1940.

The Canadians found the Fort Lewis training area ideally suited to their requirements. Slit trenches, rubble piles and bombed out buildings simulated conditions of actual warfare. Initially United States Army instructors introduced their Canadian compatriots to various battle "indoctrination" courses and the Canadians fired their weapons on ranges under their guidance. Thereafter the tactical training was taken over by the Canadian unit commanders, employing patterns and procedures developed by the Canadian Army. No attempt was made to alter tactical training to conform to the United States Army practices.

The basic infantry principle of fire-and-movement with live ammunition was taught by unit commanders and their officers, starting with formations of platoon strength and working up to full development. Supporting arms and services trained on the same principle, looking forward to the time when all would be engaged in large-scale exercises over the camp training area, deployed as in combat.

In keeping with the trend toward standardization of weapons—a move dictated by problems of supply—the Special Force received training in the employment of certain United States Army weapons. The PIAT (Projector Infantry, Antitank) used by Canadian infantry in World War II has been replaced by the American 3.5-inch rocket launcher which has proved so successful in the Korean campaign. Likewise American 81mm and 60mm mortars have supplanted the 3-inch and 2-inch mortars formerly used by Canadians. To assure uniformity in supply and procurement, American type wheeled vehicles have also been adopted by the Brigade.

By agreement between the governments of both countries, Canada pays for all support provided for the brigade in the United States and for all United States Army equipment issued to the brigade (including rations, ammunition, goods, and services) required to outfit and resupply Canadian troops both in the United States and abroad.

To accommodate Canadian tastes, adjustment was made in rations to Canadian troops. Canadians, normally great bread and potato eaters, do not eat as many “greens” as United States soldiers. Accordingly, the bread and potato issue was increased and the “rabbit food” (friendly nickname for salad) was decreased to curtail food waste—another example of American cooperation.

After completing their training this spring, the Brigade has been ordered to Korea to serve under the United Nations banner. Wherever duty leads, the Canadian troops will carry with them much more than a recollection of the stiff training at Fort Lewis by which their unit was whipped into fighting trim. They will remember, too, the warm-hearted hospitality, one of the abundant natural resources of their neighbors in the Pacific Northwest.

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The advantages of successful war are doubtful; the disadvantages of unsuccessful war are certain. Real security lies in the prevention of war—and today that hope can come only through adequate preparedness.

*General of the Army Omar N. Bradley*

# DEFENSE DEPARTMENT RESERVE POLICIES

The Secretary of Defense has published the following statement of Department of Defense policies on the Reserve Forces. These policies are based on the premise that the establishment and maintenance of an effective and dynamic reserve force will be accomplished only by the full acceptance of responsibilities by all concerned. The Military Departments must provide appropriate plans and programs. The reservist must exercise his right and meet his obligation to participate actively in those programs. The Congress must make available the necessary support. And as a prime requisite to success, the public must give its interest, approval and cooperation.

## PART I—NATURE AND PURPOSE OF RESERVE FORCES

**1. Reserve Forces—General.** The security of the Nation requires the maintenance in an adequate state of training of a much larger available pool of military manpower than the economy of the country can sustain as a permanent establishment. The establishment and retention of a vigorous reserve, to expand easily and quickly the active forces to meet the needs for defense in partial or total mobilization, is therefore necessary. Experience has shown that such a reserve cannot be maintained by voluntary methods alone. National security requires that every qualified young man shall receive military training and shall serve a prescribed period either in the active military service or reserve forces, or both. These reserve forces must be authorized by law, in such numbers among the respective Military Departments as to provide the basis for a balanced defense establishment as determined from time to time by the Joint Chiefs of Staff. Such reserve forces shall be trained as units or as individuals, as the needs of the respective Military Departments require. To maintain and support fully such effective reserve forces, it is imperative that adequate funds be provided for training facilities, equipment and personnel.

(Implementation: By legislation.)

**2. Purpose.** The purpose of the reserve forces is to provide a dependable source of trained units and individuals, who may be ordered into active military service as needed in time of war, national emergency,

or when otherwise authorized by law, to meet the requirements of the several Military Departments, until such time as procurement and training programs can provide the additional trained units and qualified individuals required to achieve planned mobilization.

(Implementation: By legislation.)

**3. Definition of Reserve Forces.** The reserve forces are forces of personnel maintained in a reserve military status for immediate availability in expanding the Armed Forces in time of war or national emergency, and at such other times as the President deems the need of the services so require. The reserve forces shall be composed of citizens or individuals who have made a declaration of intent to become citizens, of the United States or of any territory or insular possession of the United States, and are: the National Guard of the United States; the Air National Guard of the United States; the United States Army Reserve; the United States Naval Reserve; the United States Marine Corps Reserve; the United States Air Force Reserve; and the United States Coast Guard Reserve.

(Implementation: By legislation.)

**4. Missions Assigned.** The Military Departments shall assign, periodically re-examine and reassign when necessary, the missions of their respective reserve forces in accordance with their capabilities and phased mobilization requirements.

(Implementation: Administrative action.)

## PART II—GENERAL POLICIES

**5. Basic Laws.** The basic organizational structure and provision for the training, logistic support and administration of the reserve forces shall be prescribed as far as

possible by law without destroying the flexibility required for combat effectiveness and efficient administration.

**6. Organization for Administration of**

**Reserve Affairs.** Many recommendations for the reorganization and administration of reserve affairs have been considered and it has been concluded that the following organizational changes are desirable:

a. Assistant Secretary for Reserve Forces. An Assistant Secretary shall be designated in each Military Department, who, in addition to his other duties, shall have primary responsibility for reserve matters, and such designation shall make it clear that representation exists at Secretarial level for all the reserve forces in that Military Department.

(Implementation: It is recommended that the Assistant Secretary for Reserve Forces be established by administrative action rather than by legislation.)

b. Special Offices for Reserve Forces. The respective Military Departments shall establish an office directly responsible to the Chief of Staff of the Army, Chief of Staff of the Air Force, the Chief of Naval Operations and the Commandant of the Marine Corps, as appropriate, for reserve forces, which shall carry appropriate flag or general officer rank, and which office shall serve as a focal point for the supervision of reserve programs and as expediter for insuring completed staff action relative to reserve problems. This office shall be so designated, and its functions so delineated, as to leave no doubt in the mind of the reservist or in the respective Military Department, that it will act as a key coordinating, expediting and integrating policy agency for the reserve forces and shall have such additional responsibility relative to reserve matters as may be assigned by the respective Departments. This shall not be construed as curtailing or infringing upon the present missions and functions of the Chief, National Guard Bureau, and the Office of the Executive for Reserve and ROTC affairs of the Army and the policy committees of the various services. As a matter of policy the military staff of this office will consist of not less than 50 per cent officers of the reserve forces on extended active duty.

(Implementation: Administrative action.)

c. Policy Boards and Committees. For the purpose of considering, recommending and reporting to the Secretaries of the Army, Navy and Air Force upon reserve policy matters, provisions will be made in each Military Department for policy committees, at least half of the members of

which shall be officers of the reserve forces. Such policy committees shall be convened from time to time, as necessary; but such committees shall meet not less than once annually.

(Implementation: By legislation.)

There shall be established in the Office of the Secretary of Defense a Reserve Forces Policy Board which shall develop and recommend overall reserve forces policy matters to the Secretary of Defense and which shall coordinate as the Secretary directs, policies and programs common to the reserve forces of the three Military Departments. There shall be a civilian Chairman and the majority of the membership shall be composed of officers of the reserve forces.

(Implementation: Administrative action.)

d. Integration with Regular Forces. The organization, administration, training and supply of the reserve forces of the three Military Departments, except as otherwise provided by law, shall be completely integrated with the organization, administration, training and supply of the regular services under the direction of the respective Secretaries and Chiefs of Staff, Chief of Naval Operations or Commandant of the Marine Corps; each of whom shall hold the same relation and responsibility to the reserve forces as he does to the regular forces, except as otherwise provided by law.

(Implementation: By legislation.)

#### 7. Composition of the Reserve Forces.

The reserve forces will consist of: the Ready Reserve; the Standby Reserve; and the Retired Reserve.

The READY RESERVE will consist of those units, and individuals, or both, available for immediate employment in the expansion of the active forces when, in the opinion of the President, an emergency exists, or as otherwise provided by law. Members will be subject to involuntary active duty for training not to exceed 15 days annually and to such additional reserve training, other than active duty, as may be prescribed by the Secretaries of the respective Military Departments. In addition, its members will be permitted and encouraged to perform voluntary active and reserve training duty, with or without pay, and shall be entitled to all rights, privileges and benefits accorded to members of the reserve forces.



The **STANDBY RESERVE** will consist of those units or individuals or both, available for involuntary employment in the expansion of the active forces only upon a declaration of war, or a national emergency declared by the Congress. In addition, its members will be permitted and encouraged to perform voluntary active and training duty, with or without pay, and shall be entitled to all rights, privileges and benefits accorded to members of the reserve forces. Within the Standby Reserve, there will be established and maintained the **INACTIVE STATUS LIST** consisting of individuals unable to participate actively in the reserve program who, if qualified, may be transferred thereto for retention. They are available for involuntary employment in the expansion of the active forces only when no qualified individuals in the required categories are available in the Ready Reserve or otherwise in the Standby Reserve. Members of the Inactive Status List shall be entitled to all rights, privileges and benefits accorded to the reserve forces except that they shall not be eligible for pay, accrual of non-disability retirement benefits, or for promotion.

The **RETIRED RESERVE** will consist of those individuals who, upon application, are placed on the **RESERVE RETIRED LIST** by competent authority in accordance with law or appropriate regulations. Members of the Retired Reserve will, if qualified, be ordered to active duty involuntarily only in time of war, or national emergency declared by the Congress. Members of the Retired Reserve shall be entitled to all rights, privileges and benefits accorded to the Retired Reserve as provided by law and regulations.

(Implementation: By legislation.)

**8. Reserve Service Obligation.** Each individual inducted, enlisted, or appointed under the provisions of the proposed Universal Military Service and Training Act who serves for a period of less than eight years on active duty in one of the armed services shall, upon his release from active duty, be transferred to a reserve force of the armed service in which he served and until the expiration of a period of eight years after his original induction, enlistment or appointment, or until he is discharged, whichever occurs first, shall be a member of the **READY RESERVE** thereof and as such shall be subject to such additional training and service as is herein or

may hereafter be prescribed: Provided, that any such person who (1) as a member of the **READY RESERVE** satisfactorily participates in an accredited training program, as determined by the appropriate Military Department, for a period of thirty-six months, or (2) completes a total of not less than four years of active Federal military service shall, upon request, if not at the time serving on active duty, be transferred to the **STANDBY RESERVE** for the remaining portion of his obligated service and shall not be subject to further involuntary training or service except in time of war or national emergency declared by the Congress.

A member of the **STANDBY RESERVE**, upon application, will except in time of war or national emergency declared by the Congress, be considered for separation from the service in accordance with such exemptions from Universal Military Service and Training as may be prescribed by law.

Except in time of war or national emergency declared by the Congress, an individual who has fulfilled the entire obligation imposed upon him by Universal Military Service and Training in accordance with the foregoing policies shall be discharged from the reserve force in which he is enrolled; however, nothing contained herein shall be construed to prevent an individual, for whom a requirement exists, who volunteers and is qualified, from being retained, enlisted, re-enlisted, or appointed in the reserve forces for service in the **READY** or **STANDBY RESERVE**.

(Implementation: By legislation.)

**9. Training Categories.** Reserve forces training categories will be established by the several Military Departments, indicating the priority of requirements for training of the units and individuals within the **READY RESERVE** and **STANDBY RESERVE** to meet planned mobilization needs. These categories may be further subdivided to indicate the minimum annual training (including drills and/or equivalent duties) required to accomplish the efficiency necessary to meet mobilization needs, as the respective Secretaries may prescribe. Adequate provision shall be made for the training of critically needed specialist categories where the individual's civilian occupation closely parallels his planned mobilization assignment.

(Implementation: Administrative action.)

**10. Priority of Order to Active Federal**



**Service.** Whenever it becomes necessary to order to active Federal service, involuntarily, any portion of the READY RESERVE each service shall, insofar as possible, determine the priority of order to active service of the remaining units and individuals of the READY RESERVE, and shall publish such priority to widest extent consistent with security considerations. In the event of a declaration of war, or the declaration of a national emergency by the Congress, the priority of order to involuntary active Federal service of the STANDBY and RETIRED RESERVE shall be similarly determined and published. Insofar as military conditions permit, a reservist ordered to active Federal service will be allowed at least thirty days between the date he is alerted and the date on which he must report for active duty.

(Implementation: Administrative action.)

**11. Ordering Officers Into the Active Military Service.** In any expansion of the active armed forces which requires the ordering into the active military service of individual officers of the reserve forces who are not members of units organized to serve as such, it shall be the policy to utilize to the greatest practicable extent the services of qualified and available officers of the reserve forces in all grades in accordance with the requirements of branch, grade and specialty.

(Implementation: Administrative action.)

**12. Priority Utilization of Units in Being.** It is essential that the strength and organization of the National Guard, both ground and air, as an integral part of the first line defenses of this Nation be assured. To this end, whenever Congress shall determine that units and organizations are needed for the national security in excess of those of the regular components of the ground forces and air forces, and those in active service, the National Guard of the United States, both ground and air, or such part thereof as may be necessary, together with such units of the reserve components as are necessary for a balanced force, shall be ordered to active Federal service and continued therein so long as such necessity exists.

(Implementation: No recommendation.)

**13. Maintenance of Reserve Forces in Time of Partial Mobilization.** When units or personnel of the reserve forces are ordered to active Federal service during a period of partial mobilization, the Military De-

partments will continue to maintain their mobilization forces by planning and budgeting to insure the continued organization and training of the reserve forces not mobilized; and consistent with the approved joint mobilization plans, to utilize to the fullest extent practicable the Federal facilities vacated by mobilized units.

(Implementation: By legislation.)

**14. Maintenance of the Integrity of Units.** Insofar as practicable, in any expansion of the active Armed Forces which requires that reserve personnel and units be ordered into active Federal military service, members of units organized and trained to serve as a unit shall not be ordered involuntarily into active duty as individuals. This shall not be interpreted as prohibiting the reassignment of personnel of such units after being ordered into active military service.

(Implementation: Administrative action.)

**15. Deferred Inductees.** When, in accordance with law, individuals receive deferment from active military service after receiving basic training, to engage in studies or research in medicine, sciences, engineering, humanities and other fields determined to be in the national interest, upon the completion or termination of such studies and the performance of whatever period of active service is required by law, they shall be considered as having completed their compulsory military service under the compulsory military service law, and shall have the same obligations and prerogatives as individuals who shall have otherwise completed military service.

(Implementation: By legislation.)

**16. Dependents' Allowances.** When necessary to order enlisted personnel of the reserve forces into active Federal military service involuntarily, all enlisted personnel on active military service who have dependents shall be entitled to an allowance for such dependents.

(Implementation: By legislation.)

**17. Pay.** Members of the reserve forces, when employed on active duty, or on active duty for training with pay, or when performing authorized travel, temporary duty or other special duty, incident thereto, shall receive the same allowances (except that movement of household goods and dependents will be authorized only in connection with extended or continuous active duty tours) and leave credit as provided by law for members of the regular services

under like circumstances and length of service. Such pay, allowances and leave credit shall be uniform throughout the reserve forces. However, no leave shall be credited for periods of active duty or active duty for training of less than thirty days.

(Implementation: By legislation.)

**18. Standards.** Under overall policy prescribed by the Secretary of Defense, each Military Department will determine and prescribe the physical, mental, moral and professional standards for personnel of its reserve forces.

(Implementation: Administrative action.)

**19. Boards.** All service boards authorized in connection with the promotion, demotion, discharge, appointment or retirement of personnel of the reserve forces, including those on active Federal service, shall have appropriate reserve representation.

(Implementation: By legislation.)

**20. Common Federal Appointment and Enlistments.** Personnel of the National Guard of the United States and of the Air National Guard of the United States shall have common Federal appointments or enlistments as reserves of their respective Departments.

(Implementation: By legislation.)

**21. Enlistment Term.** Voluntary enlistment and reenlistment in the reserve forces will be for such periods as may be prescribed by the respective Secretaries, except as otherwise provided by law.

(Implementation: By legislation.)

**22. Transfer.** All Military Departments shall, by inter-service agreement, make provision for inter-service releases and reappointments or reenlistments of personnel of the reserve forces who apply therefor.

(Implementation: Administrative action.)

**23. Officer Procurement.** a. Officer candidate programs are required and shall be established pursuant to law. When an individual successfully completes such a program and such active military service as is required by law for such graduates, he shall be considered as having completed his compulsory military service under the compulsory military service law; and shall have the same obligations and prerogatives as an individual who shall have otherwise completed such compulsory military service.

(Implementation: By legislation.)

b. In time of war, or national emergency declared by the Congress, qualified in-

dividuals may be temporarily commissioned in a military service for the duration of the war or emergency and six months thereafter. Individuals so commissioned may, upon application, and if selected, be commissioned in a regular service or a reserve force thereof as provided by law.

(Implementation: By legislation.)

c. In the direct appointment of individuals without prior military service as commissioned officers in other than the regular forces, by the age limits (upper and lower) for the various ranks will be as determined by inter-departmental agreement.

(Implementation: Administrative action.)

d. Except as otherwise provided by law, standards for appointment to commissioned rank shall be as determined by the respective Departments, but in no case shall the minimum age be less than eighteen years. Opportunity for commissions and warrants in the Reserve shall be made available to enlisted personnel.

(Implementation: By legislation.)

e. Provision shall be made for the procurement of critically needed specialist officer categories where the individual's civilian occupation closely parallels his planned mobilization assignment.

(Implementation: Administrative action.)

**24. Distribution of Personnel in Various Ranks and Grades.** Subject to the limitations imposed by the authorized numerical strength of each reserve force, the allowance of officers, officer candidates and enlisted personnel in all the ranks, grades and ratings shall be the number determined by the appropriate Secretary to be necessary to provide for mobilization requirements. In order to insure an adequate, continuing strength of reserve personnel, the appropriate Secretary shall review the determinations not less than once annually and revise them as he may deem necessary. However, no member of a reserve force shall be involuntarily reduced in his permanent rank, grade or rating as a result of such a determination.

(Implementation: By legislation.)

**25. Promotion.** An adequate and equitable promotion system for eligible reserves of each Military Department must be provided, approximating the same promotion opportunities for personnel of the reserve forces as for personnel of the regular establishment in the respective Departments. Promotion policies for officers

in the reserve forces will be based upon the mobilization requirements for each Military Department, in order to provide qualified officers, in each grade, at ages suitable to their assignments and in numbers commensurate with mobilization requirements. Procedures for the promotion of reserve personnel shall parallel those for personnel of corresponding grades and ratings of the regular services, including selection boards, and shall be applicable to both unit and non-unit personnel. Personnel of the Inactive Status List of the Standby Reserve shall not be eligible for promotion nor shall they be counted in the computations for promotional purposes.

(Implementation: By legislation.)

**26. Precedence.** Relative precedence, as between regular officers and officers of the reserve forces, will be determined in accordance with date of rank.

(Implementation: By legislation.)

**27. Attrition.** So that a vigorous reserve may be maintained, necessary leadership encouraged, and a steady flow of promotion provided, forced attrition of reserve personnel will be applied as necessary.

(Implementation: By legislation.)

**28. Separation.** After the first three years of an initial commission a reserve officer shall not be involuntarily separated from the reserve forces except pursuant to action of a Board, or sentence of a court-martial. This proceeding will not apply when the Secretary of the Department determines that for security reasons the best interest of the Government is served by action of the Secretary without a Board or court-martial.

(Implementation: Administrative action.)

**29. Maintenance of Personnel Records.** Each military service shall maintain adequate and current personnel records of each member of its reserve forces.

(Implementation: Administrative action.)

**30. Physical Examinations.** All personnel of the reserve forces shall be physically examined once every four years, or more often as may be deemed necessary by the Secretary of the Department concerned. Reports of physical condition of all reserve forces personnel shall be required annually.

(Implementation: By legislation.)

**31. Yearly Retirement Credit.** Members of the reserve forces except those on the Inactive and Retired Status List, shall be granted a uniform credit of fifteen

retirement points, as authorized by law, for each year of membership, unless such year is spent entirely on active Federal service; provided that the maximum allowable points will not be exceeded as a result of such crediting.

(Implementation: By administrative action—if decision by the Comptroller General of the U. S. on clarification of Section 302(b)(3), P. L. 810 (80th Congress) as requested by the Civilian Components Policy Board, October 1950, is adverse, legislation will be required.)

**32. Facilities and Equipment.** The youth of the Nation who are processed through Universal Military Training and Service will come from the rural as well as the urban areas of the entire country, and will generally return home when their compulsory active service or training is completed. The several Military Departments shall provide appropriate organizations, personnel, and equipment and facilities, for the further training of such reserve forces, as provided by law. The Secretary of Defense shall insure a satisfactory procurement program, including construction, to meet the facilities needs of the reserve forces and to insure joint utilization, standardization, simplification, adequacy and utility of facilities.

(Implementation: Administrative action.)

**33. Rations.** Enlisted personnel of the reserve forces performing eight or more hours of authorized training duty in a twenty-four hour period, shall be furnished with subsistence on an equitable basis, which shall be uniform among the several services.

(Implementation: By legislation.)

**34. Uniforms.** When uniforms are required to be worn the individual articles of uniform prescribed for members of the reserve forces shall be the same as those prescribed for the respective regular services. Each Department may authorize monetary allowances in lieu of uniform for authorized personnel, but if authorized for enlisted personnel such monetary allowances shall be on the same basis as for personnel of the regular establishment. A provision for maintenance of uniforms for service following the original enlistment or appointment shall be provided.

(Implementation: By legislation.)

**35. Regular Instructors With Reserve Forces.** To the fullest practicable extent, each officer of the regular service shall,

at some appropriate time of his career, serve a tour of duty with reserve forces. Only in the case of officers with outstanding qualifications for such duty, should such an assignment be made as their terminal assignment prior to retirement.

(Implementation: Administrative action.)

**36. Utilization of Reserve Personnel in Connection with the Training and Administration of Reserve Forces.** The several Military Departments shall order to, or retain on extended or continuous active duty, with their own consent, such reserve officers and reserve enlisted personnel as may be required to augment the regular forces in connection with the organization, training and administration of the reserve forces. Such duty shall afford sufficient security of tenure to attract the desired calibre of individual. To insure that reserve personnel ordered to that duty receive periodical refresher training in the various branches for which individually qualified, the appropriate Secretary is authorized to order such personnel to duty with any of the Armed Forces or components thereof or otherwise as he sees fit.

(Implementation: By legislation.)

**37. Active Duty Contracts.** Members of the reserve forces, employed in peacetime on continuous or extended active duty, shall be covered by contracts specifying the period of service, not to exceed five years in any one contract; which, however, may be renewable. When a member of the reserve forces has his period of contract service prematurely terminated, other than upon his own request, or by court-martial or by board action for cause, he shall receive adjusted compensation based upon the unexpired contract period.

(Implementation: By legislation.)

**38. Training in Specialized Skills.** When the period of compulsory active service and training is insufficient to develop the necessary military skills, adequate funds, personnel and equipment must be provided for appropriate training to develop such skills during the period of reserve service.

(Implementation: Administrative action.)

**39. Inter-Service Training.** Provisions shall be made by inter-service agreement to authorize personnel of one service to train with units of other services, under regulations approved by the Secretary of Defense.

(Implementation: Administrative action.)

**40. Equivalent Instruction.** For the purpose of maintaining uniformity in the grant-

ing of retirement credits to members of the reserve forces for equivalent instruction, retirement credits shall be granted for authorized performance of, such equivalent duty under appropriate regulations determined by inter-departmental agreement.

(Implementation: Administrative action.)

**41. Appropriations.** Budget estimates for reserve forces and support thereof shall clearly indicate the budget activities under which appropriated monies shall be obligated. This will be accomplished to the extent possible consistent with policies of integrating the reserve forces into the regular Military Departments. The Secretary of the appropriate Department may, at his discretion, direct the issue of materiel of the regular service without charge to the reserve forces.

(Implementation: Administrative, except for issue of materiel, which should be authorized by legislation.)

**42. Budget Reports.** The budget staff of the Secretary of Defense will make periodic reports to the Secretary, showing the emphasis placed on the reserve forces in the budgets of the respective Military Departments; and set forth any proposed changes or transfers in the obligation and utilization of funds provided.

(Implementation: Administrative action.)

**43. Publicity.** Policies affecting the reserve forces must be widely publicized. Each Military Department will disseminate complete and up-to-date information to members of its reserve forces and as appropriate to the public in general by: periodic official publications; news agencies; or other media of communication.

(Implementation: Administrative action.)

## MULTILATERAL RESPONSIBILITY

It cannot be over-emphasized that the establishment and maintenance of an effective and dynamic reserve force will be accomplished only by the aggressive exercise of multilateral responsibilities of all concerned. The Military Departments must provide appropriate plans and programs. The reservist must exercise his right, privilege and obligations by active participation in those programs. Ample fiscal support must be supplied, by the Congress, and full approval and cooperation by the public generally is indispensable. These policies have been formulated with a view toward guiding and assisting all who have a vital interest in the exercise of their responsibilities.

## Fort Sill

A regiment of dragoons under command of Colonel Henry Dodge constituted the first organized United States troops to visit the present site of Fort Sill, Oklahoma. The colonel in 1834 led an expedition to establish peace among the Indian tribes and reported finding a Comanche village there.

In January 1869 General Philip H. Sheridan established Camp Wichita with a garrison comprised of the Seventh and Tenth Cavalry and the Kansas (Volunteer) Cavalry. Brush-covered dugouts were the soldiers' early habitations but these soon were replaced by permanent log buildings. Many of the Plains Indians roaming in the area were induced to settle nearby, especially after an Indian agency was opened there. On 1 August 1869 the post was officially named Fort Sill in memory of Brigadier General Joshua W. Sill, a classmate of General Sheridan.

For the ensuing twenty years Fort Sill was a headquarters for various Indian campaigns. Many famed chiefs were confined in the old guardhouse, Geronimo, the Apache, probably being the most famous. While confined at Fort Sill, Geronimo often obtained leave from the guardhouse to serve as the feature attraction with traveling shows and fairs—a notoriety which he enjoyed.

The area around Fort Sill was opened to homesteaders in 1901 and the post itself fell into disuse but in 1909 a new post northwest of the old buildings was started.

In 1911 a School of Fire for field artillery was established marking the beginning of the post's continuing association with artillery training. With the expansion of the field artillery arm in World War I, the facilities at Fort Sill were greatly enlarged. In 1922 a field officers' advanced course was inaugurated. Since then, courses in field artillery have been opened not only to Regulars but also to Reserve and National Guard officers and enlisted men. The Fort was made the permanent location of the Field Artillery School in 1930.

The Artillery Center as now constituted was established in 1946 and the name of the school was changed to The Artillery School. With headquarters at Fort Sill, branches of the School were established at Fort Bliss, Texas, for antiaircraft and guided missiles, and at Fort Scott, California, for seacoast artillery. Since 1911 more than 70,000 officers and officer candidates and more than 50,000 enlisted men have received training at the School.

(Picture on back cover)

U. S. Army Photograph





The Post Chapel, Fort Sill

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